



NAVAL POSTGRADUATE SCHOOL

MONTEREY, CALIFORNIA

MBA PROFESSIONAL REPORT

**A Market Analysis of Publications, Trade Conferences,
and Key Events for Fleet Readiness Center Southwest**

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Scott Guptill,
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December 2007**

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| REPORT DOCUMENTATION PAGE | | | Form Approved OMB No. 0704-0188 | |
| Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instruction, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188) Washington DC 20503. | | | | |
| 1. AGENCY USE ONLY (Leave blank) | | 2. REPORT DATE December 2007 | 3. REPORT TYPE AND DATES COVERED MBA Professional Report | |
| 4. TITLE AND SUBTITLE: A Market Analysis of Publications, Trade Conferences, and Key Events for Fleet Readiness Center Southwest | | | 5. FUNDING NUMBERS | |
| 6. AUTHOR(S) Jason Endress, Scott Guptill, Rogelio Valencia | | | | |
| 7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Naval Postgraduate School Monterey, CA 93943-5000 | | | 8. PERFORMING ORGANIZATION REPORT NUMBER | |
| 9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES) Fleet Readiness Center Southwest Naval Air Station, North Island | | | 10. SPONSORING / MONITORING AGENCY REPORT NUMBER | |
| 11. SUPPLEMENTARY NOTES The views expressed in this report are those of the author(s) and do not reflect the official policy or position of the Department of Defense or the U.S. Government. | | | | |
| 12a. DISTRIBUTION / AVAILABILITY STATEMENT Approved for public release; distribution is unlimited | | | 12b. DISTRIBUTION CODE | |
| 13. ABSTRACT (maximum 200 words) <p>The purpose of this MBA Project is to develop a well-defined process to ensure reasonable access to industry publications for Fleet Readiness Center Southwest (FRCSW) through the compilation of a user-friendly database. For each of the targeted publications, the project team determined the individual publication's requirements, content interest(s), and outlined the publication's preferred method for article/press release submission and publication. The project team identified industry trade conferences, events, and other promotional opportunities that would be appropriate for FRCSW to consider for participation. This project was conducted with the assistance of FRCSW and faculty at the Naval Postgraduate School. Key areas of concern are: defining a logical process to indicate preferred publications, conferences, and key events for FRCSW participation, developing a database that is both easy to use and comprehensive, and finding ample research information to effectively analyze data. Recommendations are made and incorporated into the final database. This database can be used by FRCSW as a reference guide to expedite and simplify the process of choosing proper publications, conferences, and events for marketing and article submission.</p> | | | | |
| 14. SUBJECT TERMS Fleet Readiness Center, AIMD, Depot, Marketing, Publications, FRCSW, FRC. | | | 15. NUMBER OF PAGES 127 | |
| | | | 16. PRICE CODE | |
| 17. SECURITY CLASSIFICATION OF REPORT Unclassified | 18. SECURITY CLASSIFICATION OF THIS PAGE Unclassified | 19. SECURITY CLASSIFICATION OF ABSTRACT Unclassified | 20. LIMITATION OF ABSTRACT UU | |

NSN 7540-01-280-5500

Standard Form 298 (Rev. 2-89)
Prescribed by ANSI Std. Z39-18

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**A MARKET ANALYSIS OF PUBLICATIONS, TRADE CONFERENCES, AND
KEY EVENTS FOR FLEET READINESS CENTER SOUTHWEST**

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Submitted in partial fulfillment of the requirements for the degree of

MASTER OF BUSINESS ADMINISTRATION

from the

**NAVAL POSTGRADUATE SCHOOL
December 2007**

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A MARKET ANALYSIS OF PUBLICATIONS, TRADE CONFERENCES, AND KEY EVENTS FOR FLEET READINESS CENTER SOUTHWEST

ABSTRACT

The purpose of this MBA Project is to develop a well-defined process to ensure Fleet Readiness Center Southwest (FRCSW) reasonable access to industry publications through the compilation of a user-friendly database. For each of the targeted publications, the project team determined the individual publication's requirements, content interest(s), and outlined the publication's preferred method for article/press release submission and publication. The project team identified industry trade conferences, events, and other promotional opportunities that would be appropriate for FRCSW to consider for participation. This project was conducted with the assistance of FRCSW and faculty at the Naval Postgraduate School. Key areas of concern are: defining a logical process to indicate preferred publications, conferences, and key events for FRCSW participation, developing a database that is both easy to use and comprehensive, and finding ample research information to effectively analyze data. Recommendations are made and incorporated into the final database. This database can be used by FRCSW as a reference guide to expedite and simplify the process of choosing proper publications, conferences, and events for marketing and article submission.

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ACKNOWLEDGEMENTS

We would like to thank Professor Becky Jones and Professor Ken Euske personally for their professional advisement during this project. Without their assistance, the development and production of a quality project would have been very difficult. A special thanks to CAPT Fred Cleveland and Mr. Steve Fiebing for their candid interviews and all-access facility tour at FRCSW. We would also like to thank our families for their constant encouragement, patience, and backing during the challenging and lengthy research process.

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EXECUTIVE SUMMARY

Since its inception in 2006, Fleet Readiness Center Southwest (FRCSW) has provided quality services in the aviation maintenance industry through the combined efforts of personnel from the former Naval Aviation Depots (NADEPs) and Aircraft Intermediate Maintenance Detachments (AIMDs). The integration of these organizations has created efficiencies in both production and capacity. Current leadership is aggressively attempting to market both the services of FRC and the daily accomplishments of the dedicated workforce through strategically placed articles and participation in trade conferences and other key events. At this time, there is no system in place to ensure that articles are published in the right publications at the right time or defining which conferences or events to attend. This MBA Project examines the myriad of publications, journals, associations, conferences, websites, and key events that are offered in aviation related fields and provides important information to include: publication circulation, publication focus, demographics of readers, key issues for placement of articles/press releases, and requirements for article submission. This information is then condensed into a contact database for use by FRCSW marketing personnel in the search for quality media and promotional activities. Results of the project indicate that there are various media alternatives that the FRCSW Public Affair Office can use to publicize the organization's services effectively to the public. Each alternative provides different advantages and disadvantages for the organization, and these are detailed in the chapters that follow.

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I. INTRODUCTION

This study identifies a simple marketing methodology that can be used to: 1) select proper media publications for article submission; and 2) select proper conferences/media events/trade shows to attend in order to “network” with other influential business professionals and effectively spread the word about the capabilities of FRCSW. These actions will assist in reaching members of the aviation and engine communities and further position FRCSW as the “Maintenance, Repair, and Overhaul (MRO) provider of choice.” The final product of this study is a publication database in MS EXCEL format that provides important contact information to include (but not limited to): current editor’s name, phone number, e-mail address, and publication address. The overall goal of this study is to provide FRCSW with a simplified easy-reference database and an accompanying rank ordering of suggested publications for marketing promotions based on a clearly defined research methodology.

A. BACKGROUND

This chapter provides a background and defines current publicity issues at FRCSW.

By providing and fully understanding such information, a better quality end-product can be developed that will be of use to the organization. Once these parameters are clearly defined, the MBA Project purpose, research question, and benefit are introduced.

1. FRCSW Site Visit Results

The information that follows was provided by Mr. Steve Fiebing, Public Affairs Officer for FRCSW.¹ Many of the facts about the organization revealed during the interview process were used in the compilation of the final marketing database. These facts included the following:

¹ Information on FRCSW marketing is from an interview conducted with PAO Steve Fiebing during site visit conducted on 27 July 2007.

- Industry services are valued at ½ billion dollars, but the organization is still unknown to a large part of the aviation industry.
- FRCSW is a competitor with industry, but also offers services to them.
- The current avenues of media promotion for the organization are through publication of an in-house magazine called Almanac, military publications, local newspapers such as Union Tribune, and through the Associated Press.
- The key is to get information regarding the FRCSW organization out to both its present and future customers.
- FRCSW wants to “invite” outside corporations to partner with them when it provides benefits to both organizations.
- FRCSW is a maintenance facility vice manufacturing facility.
- Services provided by FRCSW are less expensive than most other outside organizations: it costs only \$82/hr to fix F/A-18 aircraft as compared to an automobile oil change and servicing which could cost more!
- AIMD and Depot merged to form the FRC concept.
- FRCSW formed in October 2006, the result of a 3 year process.
- There are 11 AIMDs throughout the United States.
- 6 FRCs now exist in U.S. (3 on each coast).
- Articles will be published with the objective of “growing industry awareness.”
- FRCSW wants to tap into niche markets such as continuous process improvement (lean, six sigma, theory of constraints, etc.), LM2500 engines, and environmental awareness.
- The Navy has implemented its own process improvement program known as AirSpeed at all FRC facilities (more information is provided in Appendix B).
- Trainers at FRCSW offer yellow belt and green belt certification and this training can be made available to customers of the organization.
- Command Public Affairs motto is “getting publicity for nothing” since the advertising budget is very limited.
- FRCSW uses a video team at North Island Public Affairs Center to put together film clips (e.g., for process improvement) for television programming.

Additional information was gathered from an interview with FRCSW Commanding Officer CAPT Fred Cleveland during his visit to Naval Postgraduate School in June 2007. This information was also considered in the development of the database:

- FRCSW provides the lowest maintenance rates in the aerospace industry.
- CAPT Cleveland stated, “We do just about everything at FRCSW.”
- Performance Based Logistics (PBLs) partnerships are important to FRCSW.
- FRCSW is the “center of excellence” for many things.
- Is there really a return on investment with regards to the Commanding Officer giving speeches at various conferences?
- The FRCSW strategy is to be the “MRO provider of choice” for both the DoD and the aerospace industry.
- The FRCSW environmental stewardship awards have set the DoD benchmark across the board.
- There is approximately 10-13% attrition rate per year at each FRC site.
- Loyalty is high at FRCSW due to fully paid college programs (offered if business related) and aggressive apprenticeship programs.
- There are more than 3,000 civilians and 1,000 military members that work at FRC.

Using data gathered from interviews and personal research, a simplified methodology was developed to assemble a rank-ordered publication database for FRCSW marketing usage. Although each fact had some effect on the final product, certain information was deemed more important and was weighted more heavily in the derivation of the methodology. This is discussed in greater detail in Chapter III.

2. Next Steps

Once the site visit was conducted and both interviews completed, the project team used various electronic resources such as ProQuest, CSA, Lexis-Nexis, and other internet search engines to find possible publications, events, trade shows, and associations for FRCSW marketing and networking utilization. The following publications (including magazines, Internet publications, periodicals, and others) are a sample of those that were analyzed during the research phase of this MBA Project. Many of the aviation related

publications were pulled from the *Landings* website², which provides an extensive listing of possible aviation related magazine and e-zine publications. The goal was to identify which of these publishing avenues would be most valuable for FRCSW to market its products and services and position FRCSW as the MRO provider of choice in the minds of readers. Once identified, the publications were broken down by circulation, demographics, and focus. This detailed data was incorporated into the final database for delivery to FRCSW upon completion of this project and rank ordered in terms of organizational benefit in accordance with the methodology provided in Chapter III. A sampling of the publications that were reviewed is provided below:

- AAI: press releases.
- AERO Magazine: A quarterly magazine published by Boeing Commercial Airplane Group providing operators of Boeing and Douglas commercial airplane products with supplemental technical information to promote continuous safety and efficiency in fleet operations.
- AeroSpaceNews.com: A web magazine covering the leading edge of aviation, space and defense technology news.
- Air & Space Magazine: Air & Space/Smithsonian magazine.
- Air Transport World: ATW is the airline industry's business publication, providing news, statistics and in-depth analysis of issues of concern to airline managers.
- Aircraft Maintenance Technology: The leading publication for the professional maintenance team.
- Aviation Homepage: Your link to the world of aviation.
- Aviation International News: The newsmagazine of business/corporate aviation.
- Aviation Today: The magazine for aviation maintenance managers and technicians.
- Aviation Week & Space Technology.³ The magazine covers technology, business and operational developments in the global aviation and aerospace industry.

² Landings website, Retrieved June 11, 2007 from <http://www.landings.com/landings/pages/publications.html>.

³ Aviation Week & Space Technology was ranked #40 in the top 100 trade publications (by 2004 revenue) in B to B magazine dated March 14, 2005.

- Avionics Magazine: Our mission is to cover all segments of the worldwide aviation electronics industry, and to report on technical, business, and regulatory developments in all areas of avionics.
- DynCorp: press releases.
- Flight International: Weekly news aerospace magazine.
- General Electric Aviation: formerly Smiths – press releases.
- GPS World: The first and only international monthly journal that features news and applications of the Global Positioning System, GLONASS, and related technologies.
- Lockheed Martin: press contacts.
- Midway Maritime Museum: links.
- Northrop Grumman: Online Magazine.
- Popular Mechanics: The PM zone homepage.
- Raytheon: press releases.
- Rockwell Collins: press releases.

Other publications that were reviewed included but were not limited to the following: All Hands, Approach, Chips, Link, Logistics Spectrum, Marine Corps Gazette, Marine Corps Times, Mech, The Military Engineer, National Defense, Navy Times, Proceedings, Sea & Shore, Signal, other internal Navy publications, local San Diego publications (such as the Union Tribune), non-commercial publications, and internal military publications.

B. PURPOSE

The purpose of this project was to determine which types of media (to include professional business magazines, technical journals, newspapers, websites, conferences, and key events) are best suited to market the services and corporate culture of the FRCSW organization. The goal is to streamline the process by incorporating a comprehensive database detailing all information needed to make marketing decisions quickly and efficiently.

C. RESEARCH QUESTIONS

What are the recommended publications/conferences /tradeshows that FRCSW should use in order to best market its services and reinforce its positioning as the MRO provider of choice? What are the requirements necessary for article submission in the recommended publications?

D. PROJECT BENEFIT

This project research was conducted to develop a user-friendly database detailing recommended publications and events to include all information necessary for participation. The overall intention is that by placing articles in these publications and participating in the recommended events, increased customer awareness of FRCSW services will result. By achieving this, overall positive exposure will be increased based on successful business relationships, which in turn will grow future business opportunities for the organization.

II. REVIEW OF MEDIA OPTIONS

A. INTRODUCTION

This chapter presents and discusses the wide variety of media alternatives that are available to the FRCSW Public Affairs Office when promoting FRCSW services. This chapter also compares the advantages and disadvantages of these different media choices, as well as provides a discussion of how to use these alternatives effectively, and identifies criteria that can be used in evaluating their effectiveness.

B. MEDIA ALTERNATIVES

There is a wide variety of media alternatives available to the FRCSW Public Affairs Office to use in promoting its mission and services to both customers and the general public. These include the following media: newspapers, magazines, television, internet, brochures, and newsletters. Although every media alternative has its own distinct sets of advantages and limitations, each alternative provides a unique opportunity to interact with the target market.

1. Newspapers

Newspaper's flexibility provides advantages. They are printed in a timely manner and possess a high level of frequency, with most papers publishing six to seven times per week and some larger papers offering both morning and evening editions. They also provide good coverage of the local or specific geographic market while offering broad acceptance and high believability in the markets in which they operate. Some of the limitations of newspapers are their short shelf life of about 24 hours (due to their nature of daily publication), as well as their inability to target particular subgroups effectively.⁴

2. Magazines

Magazines provide a great deal of geographic and demographic selectivity that cannot be matched by the newspaper. Instead of reaching a general circulation with the

⁴ Direct Marketing Management, pp. 349-350.

desired message, magazines provide targeted readership, reaching people that have demonstrated a specific interest in a desired topic (e.g., aircraft maintenance, engine repair, MRO) which allows an organization to focus on its target audience and those most receptive to its message.⁵ For this reason, magazines are the most effective targeting vehicle available for niche products or services.⁶ Magazines also provide a high level of credibility and prestige to those who publish in them because they are believed to be more selective in what they choose to publish.⁷ Magazines also have a longer life than newspapers because they are published on a monthly/quarterly basis and experience a higher level of pass-along readership (i.e., found in waiting rooms and professional offices). The disadvantages to magazines are the long lead times required to make it into a publication, as well as the more stringent requirements that need to be met in order to be published.

3. Television

Television is a great media alternative in that it combines sight, sound, and motion. It is appealing to the senses as it grabs the viewer's attention and it also has the possibility of high reach in a particular market. The limitations of television are the fleeting exposure that it offers because once the message has been aired, the viewer is unable to go back and review the message again. Television also offers less audience selectivity, has a high cost, and has high clutter.⁸

4. Internet

The internet is a relatively new media alternative that has grown quickly in popularity and use. The internet provides a high level of selectivity in how the target market is identified and addressed. It also has a relatively low cost and provides many

⁵ Guerrilla Marketing, p. 125.

⁶ Integrated Direct Marketing, p. 69.

⁷ Direct Marketing Management, p. 332.

⁸ Marketing Management, p. 575.

interactive possibilities and methods for information distribution.⁹ Some examples of the methods of information distribution include an organization's own website, through online publications or blogs, or through direct email.¹⁰

5. Brochures and Newsletters

Brochures and newsletters, also known as direct mail, offer a great opportunity by providing full control and flexibility over what is presented and how it is delivered to the audience. Brochures and newsletters allow an organization to target a very specific audience and personalize the message for that audience. They also allow an organization to dramatize its product or service by sharing individual stories and images of the product or service in use.¹¹ Two limitations of producing and distributing brochures and newsletters are the possibility of creating a junk-mail image and overproduction of these products could lead to runaway costs.¹²

C. PUBLIC RELATIONS TOOLS

Several of the media alternatives described above can be used effectively by FRCSW as public relations and publicity tools to stimulate awareness and demand with little or no cost. Kotler and Keller describe public relations and publicity as “a variety of programs designed to promote or protect a company's image or individual products” and “the task of securing editorial space, as opposed to paid space, in print and broadcast media to promote something.”¹³ Kotler and Keller also argue that there is an appeal to the use of public relations and publicity that is based on three distinct qualities that they provide:¹⁴

⁹ Marketing Management, p. 575.

¹⁰ The Future of Marketing, pp. 223-225.

¹¹ Direct Marketing Management, pp. 230-232.

¹² Marketing Management, p. 575.

¹³ Marketing Management, p. G6.

¹⁴ Marketing Management, pp. 555-556.

1. **High credibility** – Information that is presented as a news story or feature article is perceived to be more authentic and credible to readers and viewers than an advertisement, because it was required to pass the scrutiny of an editor or publisher.¹⁵ It also creates the perception that the organization is active and doing things in the community and industry.
2. **Ability to catch buyers off guard** – Public relations and publicity have the ability to reach potential customers and prospects that prefer to avoid salespeople and advertisements. This is due to the fact that they do not view the public relations as advertisements and therefore do not feel that they are receiving a sales pitch.
3. **Dramatization** – Public relations and publicity provide the potential for dramatizing the company or product/service and creating a stronger, more controlled image of the firm.

Public relations and publicity are powerful tools to use because they can have an impact on public awareness at a fraction of the cost of traditional advertising methods. While the company does not pay for the space or time that it obtains in the media, the media exposure could be worth millions of dollars in equivalent advertising efforts. In addition, it is believed by some experts that consumers are five times more likely to be influenced by exposure to an editorial copy than by traditional advertising.¹⁶

There are a variety of tools that are available for use in a public relations campaign. These include a variety of publications such as brochures, articles, company newsletters and magazines, and audiovisual materials. They also include the use of news (i.e., finding or creating favorable news about your company, its products/services, and its people, holding press conferences, as well as ensuring that the media accept press releases). Presentations are also effective, by having company executives and experts available to field questions from the media or to present talks at trade associations or conferences, a company is able to develop prestige and build an image as an expert in the industry/field.¹⁷ Finally, press visits are a valuable tool in that the press could be invited to FRCSW for demonstrations or personal interviews.¹⁸ Each activity aids in the development of a life-long relationship with a media contact.

¹⁵ PR Idea Book: 50 Proven Tools That Really Work, pp. 4-5.

¹⁶ Marketing Management, p. 594.

¹⁷ PR Idea Book: 50 Proven Tools That Really Work, pp. 141-142.

¹⁸ Marketing Management, p. 595.

Public relations can be used to build awareness of the company and/or service by placing stories in the media that focus attention on the organization, service, or its people. It can also be used to build credibility for the company and/or service by presenting the message in an editorial context. If used properly, public relations and publicity are low cost tools that can be used by FRCSW to build and strengthen its image in the community and the industries in which it operates.

D. USING PRESS RELEASES AND ARTICLES TO FRCSW ADVANTAGE

If used correctly, press releases and articles are excellent tools that assist an organization in getting its message out to the general public and its desired target audience, by providing information and articles for publications and other media outlets. There are specific actions that can be taken to ensure the effectiveness of an organization in delivering its message to the target audience. When making contact with the media, it is more effective to target specific journals and media outlets that are known for being leaders and trusted sources in their fields. The organization's message will receive additional credibility by being published in these respected and trusted journals and media outlets.¹⁹ In order to know which journals and outlets to target, it is important to build and maintain a database of journalists, editors, and other contacts that allow an organization to know where to send press releases and articles when newsworthy events take place. Relationships with these targeted journalists are extremely valuable as an organization learns what the journalist's specific interests, needs, and challenges are, so that they are more inclined to print stories that are presented to them.²⁰

E. MEDIA EVALUATION CRITERIA

In determining which particular media alternative is appropriate for an organization's message, there are several criteria to keep in mind. These criteria include the circulation of the selected media outlet, the audience of the outlet, as well as the creditability of the outlet.

¹⁹ Marketing Your Service Business, pp. 204-205.

²⁰ Marketing Your Service Business, p. 205.

The circulation describes the number of physical units that will be produced with the message and distributed to the public. The circulation is an indicator of the size and the geographic location of the potential market that will be influenced by the message. This information is crucial in allowing an organization to ensure that its message reaches the greatest number of people within its target market.²¹ The audience size determines the number of people that can actually be exposed to the selected media vehicle. The total exposure and readership will expand if the vehicle has a “pass-on-readership,” such as magazines that are delivered to reception areas and professional offices, which will be read by several people.²² Finally, the credibility of the outlet should be considered. If a publication or other media outlet is well respected in its particular industry, then articles and stories presented in that publication will gain respect and credibility by association. An organization should focus on its target audience and place messages where they will be able to reach and get into the minds of the largest number of potential prospects interested in the organization’s service.²³

F. PUBLISHING ARTICLES

Once an organization has identified the appropriate media choices, there are several guidelines that can be followed to ensure that any press releases, editorials, or news stories submitted are published.

First, identify the guidelines for editorial submission. It can be helpful to scan a few recent issues of the publication to understand the publication’s guidelines and criteria for contributors. Also, check the editorial calendar for topics that may match with the organization’s mission and services.²⁴ This action alone can save valuable time. Second, craft a brief summary and submit it to the editor of the targeted publication. This gives the editor an idea of the topic presented and the approach that is used in detailing the topic. The editor can then offer advice as to whether the article is accepted, denied, or

²¹ Guerrilla Marketing, p. 119.

²² Direct Marketing Management, p. 333.

²³ Guerrilla Advertising, p. 28.

²⁴ PR Idea Book: 50 Proven Tools That Really Work, pp. 69-71.

needs further input. Know the audience of the targeted publication in order to determine if industry jargon and buzz words will be understood. This can hold especially true in the acronym infested world of military jargon. Third, avoid submitting a commercial. Most publications will not accept a direct product pitch through an article, but it is still possible for an organization to deliver its message in an indirect manner. Fourth, organizations submit the story or article. Lastly, follow up with the publication. Editors are extremely busy and always short of time as they are working under strict scheduling timelines and may not inform the organization of acceptance or rejection. Therefore, it is important to follow up regularly to find out if an article has been rejected and if it can be reworked and resubmitted. If the article cannot be reworked, consider submitting it to another targeted publication as soon as possible. Once an article is published in one journal, an organization can try to have it published in other publications by making slight variations to the original.²⁵

These guidelines can help an organization to ensure that submitted articles and news stories are published to the maximum extent possible. By publishing in respected journals and magazines, organizations are able to gain awareness and credibility from the target audience.

G. IMPACT OF THE INTERNET

The Internet has revolutionized the role of the publisher and changed readership of traditional print media. Young readers are more likely to satisfy their thirst for knowledge and entertainment online rather than through a more traditional print product.²⁶ Trade texts and literature are increasingly being advertised on the Internet by information brokers, bypassing the publishers altogether, and entire book/magazine series are in danger of being phased out completely by the Internet.²⁷ In addition most traditional media outlets (e.g., newspapers, magazines, journals, television/cable news) also have a presence on the Internet through entities such as websites and blogs. This

²⁵ How to Write an Article and Get it Published, *Public Relations Tactics*, April 2002.

²⁶ Publish@rs: Where Do You Want to Go Tomorrow? *Publishing Research Quarterly*, Fall 2006.

²⁷ Publish@rs: Where Do You Want to Go Tomorrow? *Publishing Research Quarterly*, Fall 2006.

presence provides an increasing number of potential outlets for an organization to disperse its message and make contact with potential customers. As a result in this shift in media delivery, organizations can greatly benefit by publishing in Internet publications in addition to the traditional hard-copy publications.

H. TRADE SHOWS, CONFERENCES, AND CONVENTIONS

An increase in the focus on trade shows, conferences and conventions is likely to have beneficial effects for FRCSW. Industries at large spend as much as 35 percent of their annual promotion budget on trade shows. Over 5,600 trade shows take place every year, drawing approximately 80 million attendees. Participating vendors expect several benefits, including generating new sales leads, maintaining customer contacts, introducing new products, meeting new customers, selling more to present customers, and educating customers with publication, videos, and other audiovisual materials.²⁸

Trade shows and conferences can become expensive especially to an organization with a limited promotion budget. Therefore, the most cost effective trade shows and conferences FRCSW could focus on would be geographically and economically feasible. Examples of low cost/high pay off shows would be the Annual Wings Over Gillespie Air Show in El Cajon or the Naval Air Facility Air Show in El Centro. Both of these venues offer FRCSW an opportunity to maximize its visibility at virtually no cost. Furthermore, it could be beneficial to give higher priority to those trade shows and conferences that provide speaking opportunities. Any event that provides a pulpit for FRCSW representatives and affords the opportunity to increase the FRCSW mission through a positive image and overall public awareness should be given serious consideration for attendance.

I. SUMMARY

This chapter described the various media alternatives that are available to organizations such as the FRCSW Public Affairs Office and ways in which to use them effectively. While there were many tools presented, public relations and publicity are the

²⁸ Marketing Management, p. 589.

ones that appear to provide the most benefit to FRCSW, due to their low cost and high impact. By utilizing these tools to their maximum potential, FRCSW could reap the greatest benefit.

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III. RESEARCH METHODOLOGY

A. INTRODUCTION

This MBA Project evaluated many of the media alternatives available to FRCSW to increase awareness of its mission and services to the community and potential customers. The principle methodology used in conducting this study and evaluation consisted of a site visit and informal interviews combined with a review of academic literature, media publications, and trade shows/events. The primary goal was to provide FRCSW with a variety of media choices in order to further promote its name and mission to as many potential customers and partners as possible. Since FRCSW has a limited advertising budget, the focus was on publications that provide editorial opportunities and similar “no cost” advertising.

B. SITE VISITS AND INTERVIEWS

Informal interviews were conducted with FRCSW Commanding Officer CAPT Fred Cleveland during his visit to the Naval Postgraduate School in June 2007 and Public Affairs Officer Mr. Steve Fiebing during a site visit to North Island in July 2007. These interviews provided an understanding of the key segments and market niches in which FRCSW currently operates as well as potential new markets to explore. During the July 2007 FRCSW site visit, the capabilities and services that FRCSW offers to current and potential customers and partners were demonstrated to the project team. Overall, the site visit and interviews were invaluable in determining FRCSW’s core competencies and potential business market niches.

C. RELEVANT LITERATURE

A review of academic literature was conducted to identify and evaluate various media options available to FRCSW. The focus was to identify media that could be used to increase awareness of the organization’s mission and capabilities as well as address potential customers and business partners. Based on the review, it was determined that FRCSW could focus media efforts on publishing articles and news stories in magazines,

journals, trade publications and websites that focus on the customers and audiences of a particular competency that they wish to target. FRCSW could attend/participate in trade shows and events, or sponsor events that appeal to these same target audiences. In addition, FRCSW could provide key personnel to participate on panels, deliver presentations at these events in order to establish credibility within the desired communities, and network with other key players in industry.

Increasing FRCSW's visibility is the first step to increasing FRCSW's potential customers. Since FRCSW is a leading facility for "green" practices, it should focus on the growing environmental niche market. For example, on June 12, 2007, FRCSW was formally recognized at the White House by earning the "White House Closing the Circle Award" for its environmental accomplishments. In addition, FRCSW has met or exceeded all the Environmental Protection Agency's (EPA) performance track goals.²⁹ Since "green" marketing has current applications and plays an increasingly vital role in today's aggregate business market, FRCSW could market its national award-winning environmental program as a model for the growing environmentally conscious business niche market.

D. REVIEW OF MEDIA PUBLICATIONS AND EVENTS

A review of media publications and trade shows/events was conducted to develop a comprehensive database of alternatives available to FRCSW. A list of media publications and trade events was compiled that focuses on the markets that FRCSW currently operates in or has the potential to move into. This list includes journals, magazines, newspapers, associations, industry websites, and trade shows/events. The comprehensive list was then divided into subcategories based on the particular market niches that they address. These categories include: Environmental Stewardship, LM 2500 Engine Service, Aviation, Military, Logistics, Industry Partners, Local/Regional Media, Trade Shows/Events, Associations, and Websites. To better serve the publicity and marketing needs of FRCSW, the individual media outlets in these subcategories were then ranked based on their respective circulations (See Appendix D).

²⁹ White House Award Honors FRCSW Environmental Efforts, *Navy.mil*, 13 June 2007.

IV. DATABASE DEVELOPMENT AND ANALYSIS

A. INTRODUCTION

The purpose of this project was to provide FRCSW with media choices to further promote the organization's name and mission to as many potential customers and partners as possible. This has been accomplished through the development of a database that includes a variety of media publications and trade events that the authors felt are suited for FRCSW's public relations activities.

B. DATABASE DEVELOPMENT

The database was developed using a four-step process that included identifying potential target markets for FRCSW, identifying the media outlets that served those markets, gathering the contact information for those media outlets, and ranking the media outlets.

The first step was to identify the potential target markets that FRCSW could address through concentrated media efforts. These markets included:

- the Environmental Stewardship community because of FRCSW's award winning environmental and sustainability efforts.
- the LM 2500 Engine community because of FRCSW's position as one of the few facilities capable of providing service to these engines.
- the Aviation community because of FRCSW's experience of providing intermediate and depot level maintenance to U.S. Naval aviation assets.
- the Logistics community because of the FRCSW's innovative AirSpeed process.

Current and potential industry partners of FRCSW were also identified. Additionally, the local/regional media outlets were identified in order to provide information to the local community in which FRCSW operates.

Once the target markets were identified, the second step was to identify media outlets (i.e. publications, tradeshow, websites) that served those markets. This was done by searching the internet and publication listings for potential outlets. Once a potential outlet was identified, its relevance to the target market was determined based on the

description of the subscriber demographics. In this manner, the database was constructed to include media outlets that provided the greatest opportunity to reach FRCSW's desired market.

After the desired media outlets were identified, the database was populated with contact and demographic information that should assist FRCSW in utilizing the outlets to promote the organization's mission and services. This information includes the names, addresses, phone, and fax numbers of the editors for each of the media outlets; as well as email addresses, web-addresses, circulation numbers, and other important notes.

The media outlets for each of the target markets were then rank ordered based on their respective circulations from highest to lowest. This was done in order to provide FRCSW with additional information that could be helpful in prioritization of the organization's efforts and where resources might be best utilized to ensure the greatest exposure to the desired target market.

C. DATABASE LAYOUT

The constructed database is a Microsoft Excel workbook that consists of five worksheets. These worksheets are titled, "Pub Detailed Data," "Pub Unique Data," "Tradeshows," "Associations," and "Websites." This section describes the purpose of each of these worksheets.

1. Pub Detailed Data

The Pub Detailed Data worksheet is a comprehensive listing of all the identified publications. The publications in this worksheet are segmented into seven categories based on the different target markets (i.e., Environmental, LM 2500, Aviation, Military, Logistics, Partnerships, and Local Market). This worksheet also includes the following data for the various publications: editor names, business addresses, fax numbers, phone numbers, email addresses, webpage link, publisher, and circulation.

2. Pub Unique Data

The Pub Unique Data worksheet includes information that was received directly from a number of the editors of the specific publications, in response to an emailed questionnaire. This data includes a description of the publication's target audience, the publication's circulation, the frequency of publication and/or website updates, procedures for article submissions, as well as any tradeshow/conferences/seminars recommended to the publication's readership. Not all publication editors responded to the questionnaire (which explains the blank spaces that appear in the database).

3. Tradeshow

The Tradeshow worksheet is a listing of several tradeshow/events in which FRCSW might consider attending/participating. The worksheet details the name of the event, the location and dates of the event, the event's website, as well as the name of the contact for the event, including email address and phone/fax numbers.

4. Associations

The Associations worksheet is a listing of several associations that FRCSW could affiliate with in order to increase awareness of its mission and services. The worksheet lists the name and website of the association. It also includes information necessary to contact the association (i.e., names, phone numbers, fax numbers, email addresses).

5. Websites

The Website worksheet lists several websites that FRCSW can utilize to increase awareness of the organization's mission and services. These are media outlets that only have an online presence and do not produce print media. This worksheet lists the name and address of the website, as well as information necessary to contact the publisher of the website (i.e., names, phone numbers, fax numbers, email addresses).

D. TOP 5 RESULTS BY MARKET

For each of the identified target markets, the media outlets in the database have been rank ordered based on the outlet's respective circulations. This ranking was

provided to assist FRCSW in prioritizing and focusing the organization’s efforts on the media outlets that could offer the greatest amount of exposure to the desired target market. For ease of use, a “Top 5” listing has been developed, when possible, for each target market. The listing gives the publication title as well as the publication’s circulation. The following are the ranked results for the five identified target markets (i.e., Environmental, LM 2500, Aviation, Military, and Logistics Market), industry partners, and local/regional media outlets:

1. Environmental Market

1. Aviation Week & Space Technology (95,672)
2. Pollution Engineering (35,000)
3. Water Environment & Technology (32,580)
4. Sea Technology (15,871)
5. Journal of the Air & Waste Management Association (10,000)

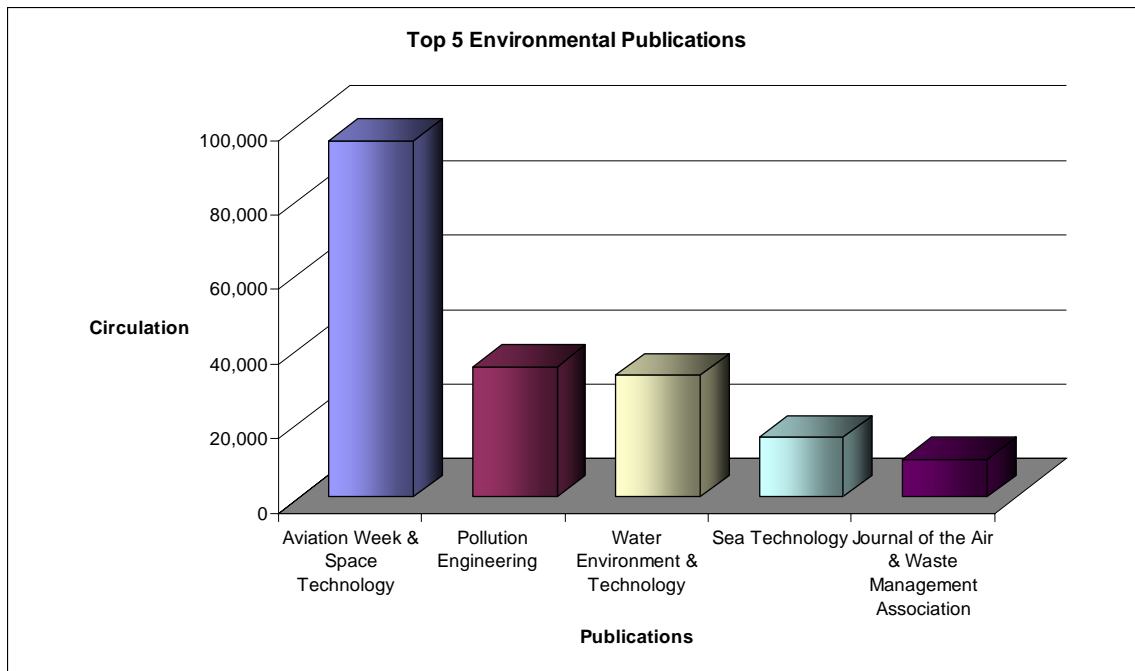


Figure 1. Top 5 Environmental Publications

2. LM 2500 Engine Market

1. Mechanical Engineering (103,189)
2. Sea Power (70,000)
3. Power (60,250)
4. Overhaul & Maintenance (50,000)
5. Defense Daily (40,000)

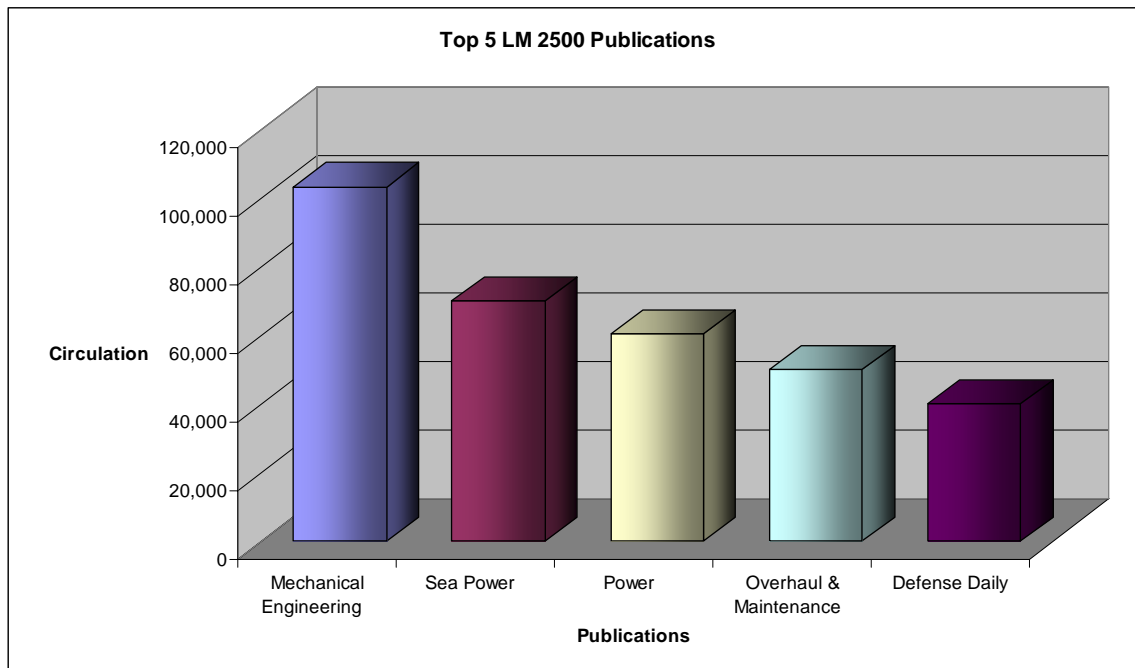


Figure 2. Top 5 LM2500 Publications

3. Aviation Market

1. Popular Mechanics (1,200,000)
2. Air & Space Magazine (220,000)
3. Aviation Week & Space Technology (95,672)
4. Overhaul & Maintenance (50,000)
5. Flight International (43,476)

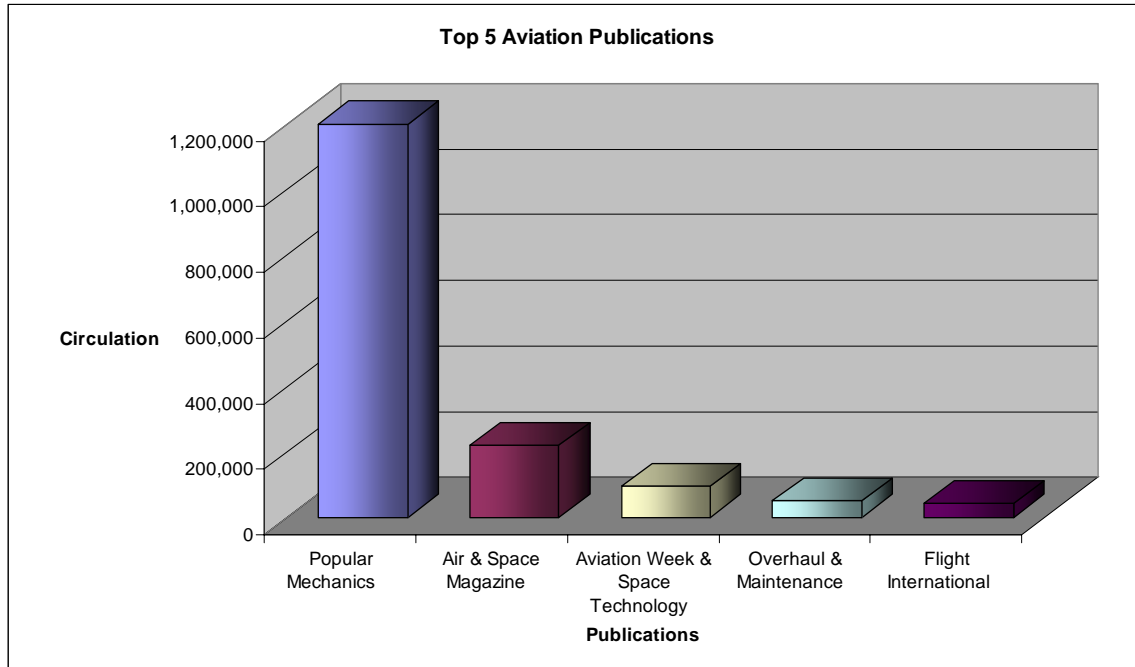


Figure 3. Top 5 Aviation Publications

4. Military Market

1. Air Force Magazine (138,295)
2. Airman Magazine (115,000)
3. Leatherneck (96,000)
4. National Defense (91,000)
5. All Hands (65,000)

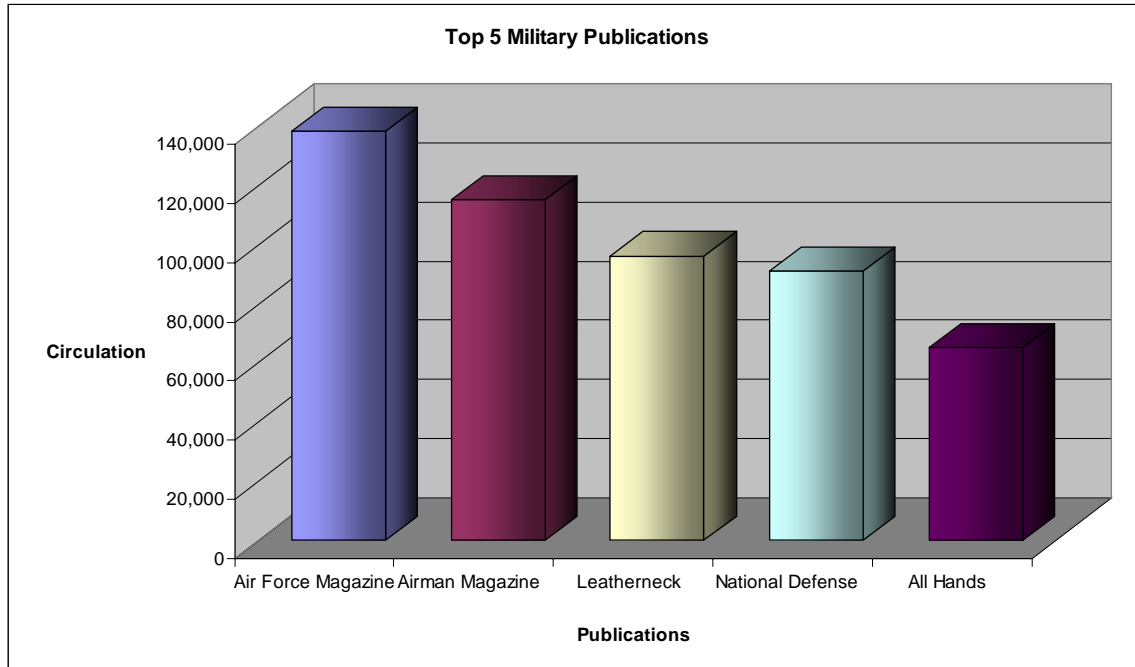


Figure 4. Top 5 Military Publications

5. Logistics Market

1. Logistics Spectrum (4,000)

6. Partnerships

1. Boeing – Frontiers Magazine (130,000)
2. Boeing - AERO Magazine
3. Lockheed Martin - Code One Magazine
4. Rolls-Royce – Rolls Royce Magazine

7. Local Market

1. Union-Tribune (340,000)
2. Beach and Bay Press (19,000)
3. La Jolla Village News (18,500)
4. San Diego Downtown News (18,000)
5. The Peninsula Beacon (16,000)

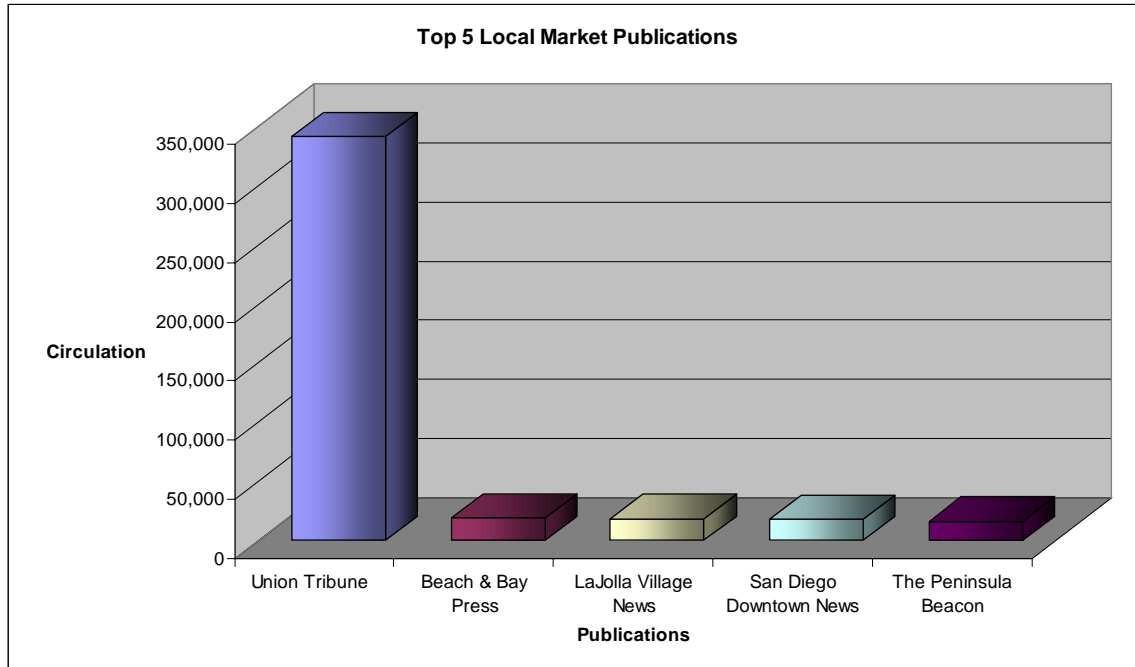


Figure 5. Top 5 Local Market Publications

V. CONCLUSIONS AND RECOMMENDATIONS

A. RECOMMENDATIONS

This chapter discusses the overall results of the research and identifies several innovative recommendations that may assist FRCSW to improve its current marketing position. By incorporating the information included in the attached database (Appendix B) and suggested final recommendations into current operations, FRCSW could increase customer awareness of its products and services.

The current media packet used by FRCSW contains general information about FRCSW products and operations. It is recommended that the media packet might be more focused on individual target markets (niche markets). The media kit would include background information that helps familiarize the recipient with FRCSW, information on the newest and latest developments that FRCSW has made in the recipients particular field of interest, as well as information on how they can contact FRCSW to obtain more information.³⁰ A mini-DVD which includes the command pitch and other informational videos/slideshows could serve to meet these objectives in a very creative manner.

- **Recommendation:** Develop media packets tailored to highlight FRCSW capabilities that address the specialized interests and concerns of the individual target markets (e.g., LM2500, Environmental).

FRCSW is building prestige and credibility as experts in multiple fields. Exposure at trade shows and events are a useful venue for this effort. More specifically, regional events allow FRCSW to maximize exposure at the lowest cost.

- **Recommendation:** Put emphasis on trade shows and events where speaking opportunities are available.

Media days provide FRCSW an opportunity to put its best foot forward and an opportunity to learn from the editors about their publications, their customers, and how the market views FRCSW.³¹ Invitees for a media day event could include members of the local media as well as editors from selected publications. Maintaining regular media

³⁰ PR Idea Book: 50 Proven Tools That Really Work, pp. 125-129.

³¹ PR Idea Book: 50 Proven Tools That Really Work, pp. 105-107.

days will aid in building FRCSW's standing in the community as the "MRO of choice" and continue to develop life-long relationships with select members of the media.

- **Recommendation:** Establish a "media day" for select media to tour the facility on a regular basis and to highlight/communicate any new or recent FRC developments.

The attached database should be a useful tool in establishing and continuing communications with the publications identified. However, the database is not all inclusive and should be continually updated to ensure that the most current and credible publications are added to further strengthen FRCSW efforts.

- **Recommendation:** Continue to enhance the attached publication database and ensure the most current and credible publications are used and easily accessible.

Most editors are pressed for time and have strict scheduling deadlines; attracting and maintaining the attention of an editor to a particular submission is a challenge. Building close relationships will increase the probability of a smooth editorial submission process.

- **Recommendation:** Establish rapport with media contacts such as editors and publishers to maintain networking alliances with top-notch publications (based on circulation and reputation).

The *Almanac* presents a current image of the FRCSW. Increasing the readership among key populations is likely to help build and reinforce the image of the FRCSW. Newsletters are frequently passed around from one individual to another and the additional exposure is always welcomed.

- **Recommendation:** Circulate the in-house newsletter, *Almanac*, to outside organizations including business partners and publications of interest in order to provide timely updates of FRCSW activities.

Industrial organizations spend as much as 35% of their annual promotion budget on trade shows. Although this may not be feasible or desirable, to compete head on in terms of promotional dollars spent, an established annual marketing budget would provide greater leverage in gaining market exposure.

- **Recommendation:** Establish a basic media promotion budget.

Although FRCSW is already involved in the community, increased volunteer efforts can enhance the overall corporate image of the organization, thus creating a fairly simple solution to the organization's lack of publicity.

- **Recommendation:** Increase local community volunteer efforts to further expand relationships and presence in the San Diego area and publicize the fact that the organization is so deeply involved in giving back to the local community.

To make the volunteer efforts even more successful, the option exists to purchase t-shirts with the FRCSW logo for all FRCSW personnel who volunteer. This is an additional means of marketing the organization in an atmosphere where the community can see the true FRCSW caring spirit first-hand.

- **Recommendation:** Purchase and provide t-shirts with the FRCSW logo to FRCSW personnel engaged in community volunteer efforts.

Once an article is approved through the editorial process, with minor modifications to the original article, it can be resubmitted to other publications capitalizing on current and relevant FRCSW coverage. The printed articles can also be reprinted and included in media packets. This will reinforce FRCSW's credibility as noted experts in the particular field.

- **Recommendation:** Submit articles to multiple publications and obtain reprints for distribution.

B. FINAL COMMENTS

The goal of this MBA Project is to promote FRCSW as the premier provider of MRO services in the southwest region. The project provides a database which includes a multitude of media options that can be used to approach several markets and raise customer knowledge of the FRCSW organization and its capabilities. This database is a quick reference guide for the FRCSW Public Affairs Office of media contacts. It is intended to assist those currently involved with marketing and public relations activities, ensuring FRCSW and its capabilities are recognized by customers and future partners.

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APPENDIX A

A. FRC INTRODUCTION AND BACKGROUND INFORMATION

To serve Fleet Readiness Center Southwest (FRCSW) better, an understanding of its origin, mission, capabilities, services, command structure, and partnerships is necessary. Once a basic understanding of the organization is established, a complete analysis can be conducted to meet the purposes of this project. The project's explanation and goals are detailed in Chapter I.

B. ORIGIN

In 2006, Navy leadership made a change to the way business was done in aviation maintenance.³² The decision was to join Naval Aviation Depots (NADEPs) with CONUS Aircraft Intermediate Maintenance Detachments (AIMDs) in order to produce a more efficient operation (Sacco & Lovell, 2006). They named this integrated organization the Fleet Readiness Center (FRC). The newly formed FRC eliminated traditional intermediate level maintenance practices and redefined the workflow from the organizational to the depot level. The goal of this “merger” between NADEPs and AIMDs was to streamline efficiencies in production and capacity while reducing the number of organizations needed to conduct daily business.

C. MISSION

The mission of FRCSW is to serve as Commander Naval Air Force's (CNAF) west coast aircraft repair facility supporting both Navy and Marine Corps aircraft and related systems. FRCSW provides its services through a partnership with industry, other governmental agencies, and supporting aerospace organizations. FRCSW is located at North Island, California, and its goal is to overhaul and repair aviation systems with which the nation's warfighters can “Reign supreme, Return in glory” (FRCSW website, 2007). To support this mission, FRCSW promises to “provide top quality products, at the

³² Information on origin, mission, capabilities, services, and command structure taken from FRCSW website, Retrieved June 11, 2007 from <http://www.frsw.navy.mil/frsw/index.html>.

best value in the fastest time.” The organization is able to support this promise through its AirSpeed program. The AirSpeed program is a management tool that allows FRCSW to improve the three elements simultaneously mentioned above: top quality products, at the best value, and in the fastest time. This program draws various elements from other proven programs such as Lean Manufacturing, Six Sigma and the Theory of Constraints.

D. CAPABILITIES

FRCSW conducts maintenance and repair actions on Navy and Marine Corps aircraft such as the F/A-18 Hornets and Super Hornets, EA-6B Prowlers, E-2 Hawkeyes, C-2 Greyhounds, AV-8B Harriers, H-60 Seahawks, AH-1 Cobras, UH/HH-1 Hueys, and CH-53 Sea Stallions (FRCSW website). The maintenance and repair conducted at the facility fall under CNAF’s long-range fleet maintenance strategy, known as the Integrated Maintenance Concept (IMC). The maintenance actions are performed by FRCSW civilian maintenance professionals and squadron military personnel (3100 personnel combined) located at Marine Corps Air Stations Miramar, CA, Camp Pendleton, CA, Yuma, AZ, and Naval Air Stations Whidbey Island, WA, and North Island, CA. The motto at FRCSW is “fix it once, fix it right, fix it on time.”

E. SERVICES

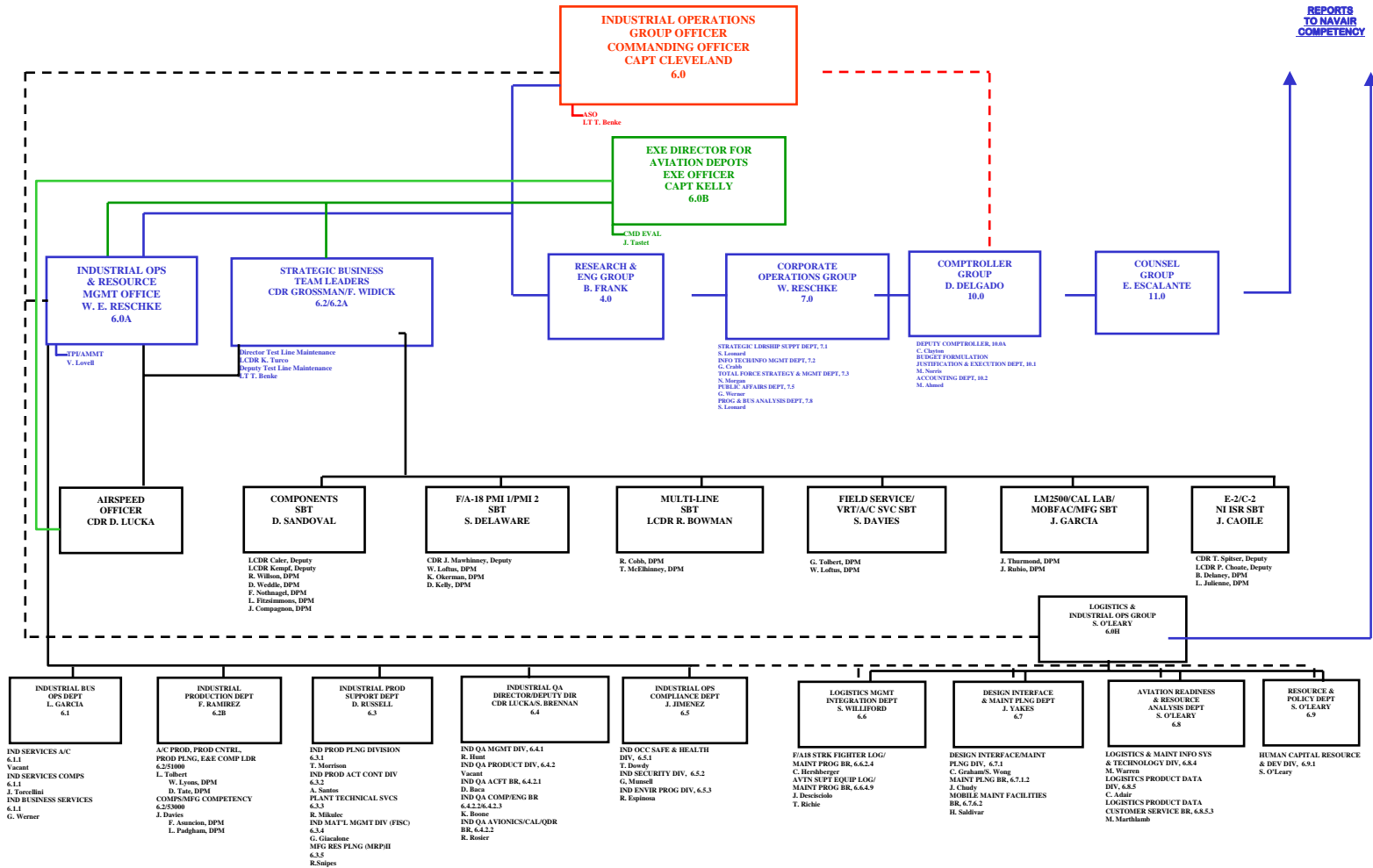
Featured services provided by the maintenance facility include deployment of voyage repair teams to overhaul and repair catapult and arresting gear systems on Pacific Fleet aircraft carriers (FRCSW website). FRCSW also deploys field service teams to deliver aircraft depot repair capabilities directly to various squadron sites around the globe. The facility maintains a Navy primary standards laboratory that provides standard measures for calibration and wide-ranging in-service logistics and engineering capabilities and solutions for the fleet. A mobile facilities program manufactures mobile vans in support of deploying Marines and Special Forces units. These mobile vans are diverse, having the capability to be configured up to 150 different ways to include medical, command and control, communications, and storage facilities. Other maintenance-related services not noted above are also provided.

F. COMMAND STRUCTURE

The culture at FRCSW is one of continuous improvement. Personnel that work at the facility are in constant search of methods and procedures to increase efficiencies in production, logistics, and maintenance. The organizational chart is included below.

FLEET READINESS CENTER SOUTHWEST MANAGEMENT STRUCTURE AREA COMMAND

Internal Chart
Updated Jan 07



REPORTS
TO NAVAIR
COMPETENCY

In 1994, FRCSW along with the presidents of five labor organizations representing employees at the depot signed a charter. This charter established a partnership, which created a more cohesive, and constructive relationship between labor and management in order to better serve its customers and accomplish its mission. The charter has since been revised in 1997 and has proven effective in reducing the number of employee grievances (by more than 50 percent) and maintaining a clear line of communication between employers, employees, and their respective unions.

G. PUBLIC AND PRIVATE PARTNERSHIPS

FRCSW management firmly believes in the power of partnerships³³. The organization currently maintains various partnerships with both military and commercial industries in order to strengthen its logistic and maintenance services. Performance Based Logistics (PBL) is one type of agreement used within the partnership concept (FRCSW website). Partnering minimizes the traditional cutthroat way of doing business (with relation to competition) and allows more than one organization to benefit from the strengths of their partnering organization. This philosophy protects both the organic (government) and private core capabilities of each business while creating effective synergies throughout the industry.

Public and private industry partnerships typically provide benefits for both FRCSW and the partnering firm. These benefits include:

- maximization of use of FRC facilities
- unique facilities for use by private parties
- improved lifecycle product support
- injection of new technologies, methods, and facilities into the government industrial environment
- foster healthy partnerships in the future between the Navy and industry

³³ Information on partnerships taken from partnership PPT on FRC website, Retrieved June 11, 2007 from <http://www.nadepni.navy.mil/frcsww/docs/partnerships.ppt#257,5> Public & Private Industry Partnerships (accessed June 11, 2007).

FRCSW depot capabilities that are available through partnering include: manufacturing, repair, technical services, and other services such as painting, packaging, preservation, engineering, logistical services, on-site repair, and program management. Recent partnering successes with FRCSW include those with Boeing, Lockheed/Martin, AAI, Rockwell Kaiser Electronics, and Midway Maritime Museum.

APPENDIX B.

A. PUBLICATION DETAILED DATA

| Publication | Editor First Name | Editor Last Name | Job Title |
|---|-------------------|------------------|-----------------------------|
| <u>Environmental Niche Market</u> | | | |
| Aviation Week & Space Technology | Amy | Murphy | Media Contact |
| Environment | Abigail | Glen-Chase | Publications Coordinator |
| Environment and Development Economics | Anastasios | Xepapadeas | Editor |
| Environmental History | Mark | Cioc | Editor |
| Environmental Politics | Beth | Gallagher | Environment Sciences coord. |
| Industrial Management | | | |
| Journal of Environmental Management | | | |
| Journal of the Air & Waste Management Association | Tim | Keener | Editor-in-Chief |
| Management of Environmental Quality | J.G. | Laurado | Deputy Editor |
| Pollution Engineering | Roy | Bigham | Editor |
| Sea Technology | Michele | Umansky | Managing Editor |
| Sustainable Development | Celine | Durand-Watts | Journal Production |
| US Fed News Service, Including US State News | | | |
| Water Environment & Technology | Melissa | Jackson | Editor |
| <u>LM 2500 Niche Market</u> | | | |
| Defense Daily | John | Robinson | Managing Editor |
| Jane's Defense Weekly | David | Maus | Editorial/Exhibitions staff |
| Marine Corps Gazette | John | Keenan | Editor |
| Marine Technology and SNAME News | Bob | Rogaski | Editor |
| Mechanical Engineering | John | Falcioni | Editor-in-Chief |
| Modern Casting | Alfred | Spada | Editor-in-Chief |
| Naval Forces | Wolfgang | Legien | Editor-in-Chief |
| Overhaul & Maintenance | Matt | Holdreith | Director of Sales |
| Power | Brian | Nessen | Group Publishing Director |
| Public Utilities Fortnightly | Michael | Burr | Editor-in-Chief |

| Publication | | | |
|--|--------------------------|-------------------------|-------------------------------|
| <u>LM 2500 Niche Market</u> | Editor First Name | Editor Last Name | Job Title |
| Power Engineering International | Jim | Spencer | Regional Sales Manager for CA |
| Sea Power | Diane | Olbright | West Coast contact |
| Turbomachinery International Magazine | Kalyan | Kalyanaraman | Editor-in-Chief |
| United States Naval Institute. Proceedings | Dave | Sheehan | Advertising Manager |
| Aerospace America | Elaine | Camhi | Editor-in-Chief |
| Aerospace Daily & Defense Report | Amy | Murphy | Media Contact |
| Air & Space Magazine | Linda | Shiner | Editor |
| Air Transport World | Perry | Flint | Editor-in-Chief |
| <u>Aviation Market</u> | Editor First Name | Editor Last Name | Job Title |
| Aircraft Maintenance Technology | Joe | Escobar | Editor |
| Aviation International News | R. Randall | Padfield | Editor-in-Chief |
| Aviation Today - Aviation Maintenance | Joy | Finnegan | Editorial Contact |
| Aviation Week & Space Technology | Amy | Murphy | Media Contact |
| Avionics Magazine | Bill | Carey | Editor |
| Defense Technology International | Bill | Sweetman | Editor-in-Chief |
| Flight International | Robert | Hancock | VP North America |
| GPS World | Alan | Cameron | Editor-in-Chief |
| Overhaul & Maintenance | Lee Ann | Tegtmeier | Managing Editor |
| Popular Mechanics | James | Meigs | Editor-in-Chief |

| Publication | | | |
|--------------------------------|--------------------------|-------------------------|---------------------------|
| <u>Military Market</u> | Editor First Name | Editor Last Name | Job Title |
| Air & Space Power Journal | Catherine | Parker | Managing Editor |
| Air Force Magazine | June | Lee | Editorial Contact |
| Air Force Times | Kent | Miller | Managing Editor |
| Air Forces Monthly | Alan | Warnes | Editor |
| Airman Magazine | Louis | Arana-Barradas | Editor |
| All Hands | Marie | Johnston | Editor |
| Approach | Jack | Stewart | Editor |
| Army Aviation | Bill | Harris | Editor-in-Chief |
| Chips | Sharon | Anderson | Senior Editor |
| Defense Daily | John | Robinson | Managing Editor |
| Leatherneck | Walter | Ford | Editor |
| Link | Teresa | Frith | Editor |
| Marines | Greg | Reeder | Editor-in-Chief |
| Mech | Danny | Steber | Editor |
| Marine Corps Gazette | John | Keenan | Editor |
| Marine Corps Times | C. Mark | Brinkley | Managing Editor |
| Military Aerospace Technology | Jeff | McKaughan | Editor-in-Chief |
| National Defense | Sandra | Erwin | Editor |
| Naval Aviation News | Wendy | Leland | Editor |
| Navy Times | David | Brown | Managing Editor |
| Proceedings | Robert | Timberg | Editor-in-Chief |
| Rotor Review | Kristin | Ohleger | Chief Editor |
| Sea & Shore | Kenneth | Testorff | Editor |
| <u>Military Market</u> | Editor First Name | Editor Last Name | Job Title |
| Signal | | | |
| The Military Engineer | Eileen | Erickson | Editor-in-Chief |
| <u>Logistics Market</u> | Editor First Name | Editor Last Name | Job Title |
| Logistics Spectrum | Kenneth | Rockel | Defense Theme Coordinator |

| Publication | | | |
|-------------------------------------|--------------------------|-------------------------|----------------------------|
| <u>Partnership Market</u> | Editor First Name | Editor Last Name | Job Title |
| Boeing - AERO Magazine | Jim | Lombardo | Editor-in-Chief |
| Boeing - Frontiers Magazine | Paul | Proctor | Editor |
| Lockheed Martin - Code One Magazine | Eric | Hehs | Editor |
| Rolls Royce - Rolls Royce Magazine | Justine | Steele | Head of Comms-Defense Aero |
| <u>Local Market</u> | Editor First Name | Editor Last Name | Job Title |
| Beach & Bay Press | Larry | Hamon | Editor |
| LaJolla Today Magazine | | | |
| LaJolla Village News | Anne | Terhune | Editor |
| PB Life Magazine | | | |
| San Diego Downtown Magazine | | | |
| San Diego Downtown News | Lori | Martinez | Editor |
| The Peninsula Beacon | Kevin | McKay | Editor |
| Union Tribune | Bill | Osborne | Senior Editor |

| Publication | Business Street |
|---|---|
| <u>Environmental Niche Market</u> | |
| Aviation Week & Space Technology | 1200 G Street, NW, Suite 900 |
| Environment | 1319 Eighteen Street NW |
| Environment and Development Economics | 76 Patission Street |
| Environmental History | 701 Wm. Vickers Avenue |
| Environmental Politics | 325 Chestnut St. Suite 800 |
| Industrial Management | 1117 N. 19th Street Suite 1000 |
| Journal of Environmental Management | 24-28 Oval Rd. |
| Journal of the Air & Waste Management Association | One Gateway Center Third Floor |
| Management of Environmental Quality | 11201 Benton St. #115 |
| Pollution Engineering | 2401 W. Big Beaver Rd. Suite 700 |
| Sea Technology | 1117 N. 19th Street Suite 1000 |
| Sustainable Development | 111 River Street |
| US Fed News Service, Including US State News | Hindustan Times House 6th Floor, Internet Division 18-20 Kasturba Gandhi Marg |
| Water Environment & Technology | 601 Wythe Street |
| <u>LM 2500 Niche Market</u> | |
| <u>Business Street</u> | |
| Defense Daily | 4 Choke Cherry Road 2nd Floor |
| Jane's Defense Weekly | Sentinel House 163 Brighton Rd. |
| Marine Corps Gazette | 634-77th Street |
| Marine Technology and SNAME News | 601 Pavonia Avenue |
| Mechanical Engineering | Three Park Avenue |
| Modern Casting | 1695 Penny Lane |
| Naval Forces | Heilsbachstrasse 26 |
| Overhaul & Maintenance | 1221 Avenue of the Americas |
| Power | 11000 Richmond, Suite 5000 |
| Public Utilities Fortnightly | 8229 Boone Boulevard Suite 401 |

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| <u>LM 2500 Niche Market</u> | |
| Power Engineering International | 1421 South Sheridan PO Box 1260 |
| Sea Power | 810 Val Sereno Drive |
| Turbomachinery International Magazine | 50 Day Street PO Box 5550 |
| United States Naval Institute. Proceedings | U.S. Naval Institute 291 Wood Road |
| Aerospace America | 1801 Alexander Bell Drive, Suite 500 |
| Aerospace Daily & Defense Report | 1200 G Street, NW, Suite 900 |
| Air & Space Magazine | P.O. Box 37012, Capital Gallery, Suite 6001, MRC 513 |
| Air Transport World | 8380 Colesville Rd., Suite 700 |
| <u>Aviation Market</u> | <u>Business Street</u> |
| Aircraft Maintenance Technology | 1233 Janesville Ave. |
| Aviation International News | P.O. Box 277 |
| Aviation Today - Aviation Maintenance | 4 Choke Cherry Road, 2nd Floor |
| Aviation Week & Space Technology | 1200 G Street, Suite 922 |
| Avionics Magazine | 4 Choke Cherry Road, 2nd Floor |
| Defense Technology International | 1200 G Street, Suite 922 |
| Flight International | 333 North Fairfax Street, Suite 301 |
| GPS World | 201 Sandpointe Avenue, Suite 500 |
| Overhaul & Maintenance | 1200 G Street, NW, Suite 900 |
| Popular Mechanics | 300 West 57 Street |

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| <u>Military Market</u> | |
| Air & Space Power Journal | 401 Chennault Circle |
| Air Force Magazine | 1501 Lee Highway |
| Air Force Times | 6883 Commercial Drive |
| Air Forces Monthly | P.O. Box 100, Stamford, Lincs, UK, PE9 1XQ |
| Airman Magazine | 203 Norton Street |
| All Hands | 2713 Mitscher Road, SW, Bldg 168 |
| Approach | 375 A Street |
| Army Aviation | 755 Main Street, Suite 4D |
| Chips | 9456 Fourth Avenue |
| Defense Daily | 4 Choke Cherry Road, 2nd Floor |
| Leatherneck | P.O. Box 1775 |
| Link | Room E 102, Groetsch Hall, Bldg 768 |
| Marines | 3000 Marine Corps Pentagon |
| Mech | 375 A Street |
| Marine Corps Gazette | P.O. Box 1775 |
| Marine Corps Times | 6883 Commercial Drive |
| Military Aerospace Technology | 1300 Piccard Drive, Suite 200 |
| National Defense | 2111 Wilson Blvd, Suite 400 |
| Naval Aviation News | 1242 10th Street SE |
| Navy Times | 6883 Commercial Drive |
| Proceedings | 291 Wood Road |
| Rotor Review | P.O. Box 180578 |
| Sea & Shore | 375 A Street |
| <u>Military Market</u> | <u>Business Street</u> |
| Signal | 4400 Fair Lakes Court |
| The Military Engineer | 607 Prince Street |
| <u>Logistics Market</u> | <u>Business Street</u> |
| Logistics Spectrum | 8100 Professional Place, Suite 111 |

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| Boeing - AERO Magazine | P.O.Box 3707, MC 21-72 |
| Boeing - Frontiers Magazine | 100 N. Riverside |
| Lockheed Martin - Code One Magazine | P.O. Box 748/Mail Zone 1503 |
| Rolls Royce - Rolls Royce Magazine | 14850 Conference Center Drive (Virginia facility) |
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| LaJolla Today Magazine | 4645 Cass Street, Second Floor |
| LaJolla Village News | 4645 Cass Street, Second Floor |
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| The Peninsula Beacon | 4645 Cass Street, Second Floor |
| Union Tribune | P.O. Box 120191 |

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| <u>Environmental Niche Market</u> | | | |
| Aviation Week & Space Technology | Washington | DC | 20005 |
| Environment | Washington | DC | 20036 |
| Environment and Development Economics | GR 104 34 Athens | Greece | |
| Environmental History | Durham | NC | 27701 |
| Environmental Politics | Philadelphia | PA | 19106 |
| Industrial Management | Arlington | VA | 22209 |
| Journal of Environmental Management | London | ENGLAND | NW1 7DX |
| Journal of the Air & Waste Management Association | Pittsburgh | PA | 15222 |
| Management of Environmental Quality | Loma Linda | CA | 92357 |
| Pollution Engineering | Troy | MI | 48084 |
| Sea Technology | Arlington | VA | 22209 |
| Sustainable Development | Hoboken | NJ | 7030 |
| US Fed News Service, Including US State News | New Delhi | INDIA | 110001 |
| Water Environment & Technology | Alexandria | VA | 22314 |
| <u>LM 2500 Niche Market</u> | | | |
| Defense Daily | Rockville | MD | 20850 |
| Jane's Defense Weekly | Coulson, Surry | ENGLAND | CR5 2NH |
| Marine Corps Gazette | Brooklyn | NY | 11209 |
| Marine Technology and SNAME News | Jersey City | NJ | 7306 |
| Mechanical Engineering | New York | NY | 10016-5990 |
| Modern Casting | Schaumburg | IL | 60173 |
| Naval Forces | Bonn | GERMANY | D-53123 |
| Overhaul & Maintenance | New York | NY | 10020 |
| Power | Houston | TX | 77042 |
| Public Utilities Fortnightly | Vienna | VA | 22182 |

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| Turbomachinery International Magazine | Norwalk | CT | 06856-5550 |
| United States Naval Institute. Proceedings | Annapolis | MD | 21402 |
| Aerospace America | Reston | VA | 20191-4344 |
| Aerospace Daily & Defense Report | Washington | DC | 20005 |
| Air & Space Magazine | Washington | DC | 20013-7012 |
| Air Transport World | Silver Spring | MD | 20910 |
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| Aircraft Maintenance Technology | Fort Atkinson | WI | 53538 |
| Aviation International News | Midland Park | NJ | 07432 |
| Aviation Today - Aviation Maintenance | Rockville | MD | 20850 |
| Aviation Week & Space Technology | Washington | DC | 20005 |
| Avionics Magazine | Rockville | MD | 20850 |
| Defense Technology International | Washington | DC | 20005 |
| Flight International | Alexandria | VA | 22314 |
| GPS World | Santa Ana | CA | 92707 |
| Overhaul & Maintenance | Washington | DC | 20005 |
| Popular Mechanics | New York | NY | 10019-5899 |

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| Air Forces Monthly | | | |
| Airman Magazine | San Antonio | TX | 78226-1848 |
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| Marines | Washington | DC | 20350-3000 |
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| Naval Aviation News | Washington Navy Yard | DC | 20374-5059 |
| Navy Times | Springfield | VA | 22159-0500 |
| Proceedings | Annapolis | MD | 21402-5034 |
| Rotor Review | Coronado | CA | 92178-0578 |
| Sea & Shore | Norfolk | VA | 23511-4399 |
| Military Market | Business City | State | ZIP Code |
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| Lockheed Martin - Code One Magazine | Fort Worth | TX | 76101 |
| Rolls Royce - Rolls Royce Magazine | Chantilly | VA | 20151 |
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| Union Tribune | San Diego | CA | 92112-0191 |

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| Air & Space Magazine | (202)633-6049 | (202)633-6085 |
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| Journal of Environmental Management | (AuthorSupport@elsevier.com) or (editorSupport@elsevier.com) |
| Journal of the Air & Waste Management Association | Tim.Keener@uc.edu |
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| Rolls Royce - Rolls Royce Magazine | Media contact through this website: http://www.rolls-royce.com/contact/media/default.jsp |
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| Journal of the Air & Waste Management Association | dhidy113@comcast.net (George Hidy- Co-Editor) |
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| Mechanical Engineering | bahnerb@asme.org |
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| Naval Forces | wiedemann@moench-group.com |
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| Power | Dr. Robert Peltier, Editor-in-Chief: email: editor@powermag.com |
| Public Utilities Fortnightly | |

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| United States Naval Institute. Proceedings | articlesubmissions@usni.org |
| Aerospace America | Program Mgr/Advertising: Cecilia Capece - (703)264-7570 |
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| Aviation Today - Aviation Maintenance | |
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| Flight International | Regional Sales Dir.-Warren McEwan: warren.mcewan@flightglobal.com |
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| Overhaul & Maintenance | Director: Frank Jackman - frank_jackman@aviationweek.com |
| Popular Mechanics | Executive Editor: David Dunbar |

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| Air Force Times | |
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| Sustainable Development | http://www3.interscience.wiley.com/cgi-bin/jhome/5346?CRETRY=1&SRETRY=0 |
| US Fed News Service, Including US State News | |
| Water Environment & Technology | http://www.wef.org/ScienceTechnologyResources/Publications/WET/index.htm |
| LM 2500 Niche Market | |
| WebPage | |
| Defense Daily | http://www.defensedaily.com/ |
| Jane's Defense Weekly | http://www.janes-defence-weekly.com/?jlnk=sl0010 |
| Marine Corps Gazette | http://www.mca-marines.org/gazette/ |
| Marine Technology and SNAME News | http://www.sname.org/ |
| Mechanical Engineering | http://www.memagazine.org/ |
| Modern Casting | http://www.moderncasting.com/ |
| Naval Forces | http://www.monch.com/naval-forces.php |
| Overhaul & Maintenance | http://www.aviationweek.com/aw/generic/channel_om.jsp?channel=om |
| Power | http://www.powermag.com/ |
| Public Utilities Fortnightly | http://www.pur.com/puf.cfm |

| Publication | WebPage |
|--|---|
| LM 2500 Niche Market | |
| Power Engineering International | http://pepei.pennnet.com/ |
| Sea Power | http://www.navyleague.org/sea_power/ |
| Turbomachinery International Magazine | http://www.turbomachinerymag.com/ |
| United States Naval Institute. Proceedings | http://www.usni.org/magazines/proceedings/ |
| Aerospace America | http://www.aiaa.org/aerospace/index.cfm |
| Aerospace Daily & Defense Report | http://www.aviationweek.com/aw/generic/channel_.jsp?channel=aerospacedaily |
| Air & Space Magazine | http://www.airspacemag.com/ |
| Air Transport World | http://www.atwonline.com/ |
| Aviation Market | |
| Aircraft Maintenance Technology | http://www.amtonline.com/ |
| Aviation International News | http://www.ainonline.com/home/ |
| Aviation Today - Aviation Maintenance | http://www.aviationtoday.com/am/ |
| Aviation Week & Space Technology | http://www.aviationweek.com/aw/ |
| Avionics Magazine | http://www.aviationtoday.com/av/ |
| Defense Technology International | http://www.aviationweek.com/aw/generic/channel_dti.jsp?channel=dti |
| Flight International | www.flightglobal.com |
| GPS World | http://www.gpsworld.com/ |
| Overhaul & Maintenance | http://www.aviationweek.com/aw/generic/channel_om.jsp?channel=om |
| Popular Mechanics | http://www.popularmechanics.com/ |

| Publication | WebPage |
|-------------------------------|---|
| Military Market | |
| Air & Space Power Journal | http://www.airpower.maxwell.af.mil/airchronicles/apje.html |
| Air Force Magazine | http://www.afa.org/magazine/magz.asp |
| Air Force Times | http://www.airforcetimes.com/ |
| Air Forces Monthly | http://www.airforcesmonthly.com/ |
| Airman Magazine | http://www.af.mil/news/airman/ |
| All Hands | http://www.news.navy.mil/allhands.asp?x=search |
| Approach | http://www.safetycenter.navy.mil/ |
| Army Aviation | http://www.quad-a.org/magazine.htm |
| Chips | http://www.chips.navy.mil/ |
| Defense Daily | http://www.defensedaily.com/index.html |
| Leatherneck | http://www.mca-marines.org/leatherneck/ |
| Link | http://www.npc.navy.mil/ReferenceLibrary/Publications/Link/ |
| Marines | www.marines.mil/marinesmagazine |
| Mech | www.safetycenter.navy.mil |
| Marine Corps Gazette | http://www.mca-marines.org/gazette/ |
| Marine Corps Times | http://www.marinecorpstimes.com/editorial/ |
| Military Aerospace Technology | http://www.military-aerospace-technology.com/ |
| National Defense | http://www.nationaldefensemagazine.org/ |
| Naval Aviation News | http://www.history.navy.mil/branches/nhcorg5.htm |
| Navy Times | http://www.navytimes.com/ |
| Proceedings | www.usni.org |
| Rotor Review | http://www.navalhelicopterassn.org/rotrev.htm |
| Sea & Shore | www.safetycenter.navy.mil |
| Military Market | WebPage |
| Signal | http://www.afcea.org/signal/default/ |
| The Military Engineer | http://posts.same.org/TME/TheMilitaryEngineerJulyAugust2007.html |
| Logistics Market | WebPage |
| Logistics Spectrum | http://www.sole.org/spectrum.asp |

| Publication | |
|-------------------------------------|---|
| <u>Partnership Market</u> | <u>WebPage</u> |
| Boeing - AERO Magazine | http://www.boeing.com/commercial/aeromagazine/articles/qtr_4_07/index.html |
| Boeing - Frontiers Magazine | http://www.boeing.com/news/frontiers/index.html |
| Lockheed Martin - Code One Magazine | http://www.codeonemagazine.com/ |
| Rolls Royce - Rolls Royce Magazine | http://www.rolls-royce.com/index_flash.jsp |
| <u>Local Market</u> | <u>WebPage</u> |
| Beach & Bay Press | http://www.sdnews.com/ |
| LaJolla Today Magazine | http://www.sdnews.com/ |
| LaJolla Village News | http://www.sdnews.com/ |
| PB Life Magazine | http://www.sdnews.com/ |
| San Diego Downtown Magazine | http://www.sdnews.com/ |
| San Diego Downtown News | http://www.sdnews.com/ |
| The Peninsula Beacon | http://www.sdnews.com/ |
| Union Tribune | http://www.signonsandiego.com/ |

| Publication | Publisher |
|---|--|
| <u>Environmental Niche Market</u> | |
| Aviation Week & Space Technology | McGraw Hill Publications Company |
| Environment | Heldref Publications |
| Environment and Development Economics | Cambridge University Press |
| Environmental History | Environmental History |
| Environmental Politics | Taylor & Francis Ltd |
| Industrial Management | Compass Publications, Inc. |
| Journal of Environmental Management | Academic Press Ltd. |
| Journal of the Air & Waste Management Association | Air and Waste Management Association |
| Management of Environmental Quality | Emerald Group Publishing, Limited |
| Pollution Engineering | BNP Media |
| Sea Technology | Compass Publications, Inc. |
| Sustainable Development | Wiley Periodical Inc. |
| US Fed News Service, Including US State News | HT Media Ltd. |
| Water Environment & Technology | Water Environment Federation |
| <u>LM 2500 Niche Market</u> | |
| Defense Daily | Access Intelligence LLC |
| Jane's Defense Weekly | Jane's Information Group |
| Marine Corps Gazette | Marine Corps Association |
| Marine Technology and SNAME News | The Society of Naval Architects and Marine Engineers |
| Mechanical Engineering | American Society of Mechanical Engineers |
| Modern Casting | American Foundrymen's Society |
| Naval Forces | Moench Verlagsgesellschaft mbH |
| Overhaul & Maintenance | McGraw Hill Publications Company |
| Power | TradeFair Group Publications Ltd. |
| Public Utilities Fortnightly | Public Utilities Reports, Incorporated |

| Publication | |
|--|--|
| <u>LM 2500 Niche Market</u> | |
| Power Engineering International | Penn Well Publishing Company |
| Sea Power | Navy League of the United States |
| Turbomachinery International Magazine | Turbomachinery International |
| United States Naval Institute. Proceedings | United States Naval Institute |
| Aerospace America | American Institute of Aeronautics and Astronautics |
| Aerospace Daily & Defense Report | McGraw-Hill Companies, Inc |
| Air & Space Magazine | Smithsonian Institution |
| Air Transport World | Penton Media, Inc. |
| <u>Aviation Market</u> | |
| <u>Publisher</u> | |
| Aircraft Maintenance Technology | Cygnus Business Media |
| Aviation International News | The Convention News Company |
| Aviation Today - Aviation Maintenance | Access Intelligence, LLC. |
| Aviation Week & Space Technology | McGraw-Hill Companies, Inc |
| Avionics Magazine | Access Intelligence, LLC. |
| Defense Technology International | McGraw-Hill Companies, Inc |
| Flight International | Reed Business Information |
| GPS World | Questex Media Group, Inc. |
| Overhaul & Maintenance | McGraw-Hill Companies, Inc |
| Popular Mechanics | Hearst Communications, Inc |

| Publication | |
|--------------------------------|---|
| <u>Military Market</u> | <u>Publisher</u> |
| Air & Space Power Journal | |
| Air Force Magazine | |
| Air Force Times | Army Times Publishing Company |
| Air Forces Monthly | Key Publishing Ltd |
| Airman Magazine | |
| All Hands | |
| Approach | |
| Army Aviation | Army Aviation Association of America, Inc. (AAAA) |
| Chips | |
| Defense Daily | |
| Leatherneck | |
| Link | |
| Marines | |
| Mech | |
| Marine Corps Gazette | |
| Marine Corps Times | Army Times Publishing Company |
| Military Aerospace Technology | Kerrigan Media International Inc. |
| National Defense | |
| Naval Aviation News | |
| Navy Times | Army Times Publishing Company |
| Proceedings | |
| Rotor Review | Naval Helicopter Association |
| Sea & Shore | |
| <u>Military Market</u> | <u>Publisher</u> |
| Signal | |
| The Military Engineer | |
| <u>Logistics Market</u> | <u>Publisher</u> |
| Logistics Spectrum | SOLE - The International Society of Logistics |

| Publication | |
|-------------------------------------|------------------------------|
| <u>Partnership Market</u> | Publisher |
| Boeing - AERO Magazine | |
| Boeing - Frontiers Magazine | |
| Lockheed Martin - Code One Magazine | |
| Rolls Royce - Rolls Royce Magazine | |
| <u>Local Market</u> | Publisher |
| Beach & Bay Press | San Diego Newspaper Group |
| LaJolla Today Magazine | San Diego Newspaper Group |
| LaJolla Village News | San Diego Newspaper Group |
| PB Life Magazine | San Diego Newspaper Group |
| San Diego Downtown Magazine | San Diego Newspaper Group |
| San Diego Downtown News | San Diego Newspaper Group |
| The Peninsula Beacon | San Diego Newspaper Group |
| Union Tribune | Union-Tribune Publishing Co. |

| Publication | Publication Staff |
|---|---|
| Environmental Niche Market | |
| Aviation Week & Space Technology | |
| Environment | |
| Environment and Development Economics | |
| Environmental History | |
| Environmental Politics | |
| Industrial Management | |
| Journal of Environmental Management | |
| Journal of the Air & Waste Management Association | Nancy Bernheisel |
| Management of Environmental Quality | Claire V. Jones |
| Pollution Engineering | |
| Sea Technology | Ada Uzoma (Production Asst) and Katie Clark (Circulation Manager) |
| Sustainable Development | Kim Thompkins |
| US Fed News Service, Including US State News | |
| Water Environment & Technology | |
| LM 2500 Niche Market | |
| Defense Daily | Jennifer Schwartz (Vice President for Print Advertising) |
| Jane's Defense Weekly | |
| Marine Corps Gazette | Charlene K. Monroe |
| Marine Technology and SNAME News | Susan Evans Grove |
| Mechanical Engineering | |
| Modern Casting | |
| Naval Forces | |
| Overhaul & Maintenance | |
| Power | |
| Public Utilities Fortnightly | |

| Publication | |
|--|---|
| LM 2500 Niche Market | Publication Staff |
| Power Engineering International | |
| Sea Power | |
| Turbomachinery International Magazine | |
| United States Naval Institute. Proceedings | |
| Aerospace America | |
| Aerospace Daily & Defense Report | |
| Air & Space Magazine | |
| Air Transport World | |
| Aviation Market | Publication Staff |
| Aircraft Maintenance Technology | Danny Faupel (Associate Publisher) - West |
| Aviation International News | |
| Aviation Today - Aviation Maintenance | John Persinos (Publisher) |
| Aviation Week & Space Technology | |
| Avionics Magazine | |
| Defense Technology International | |
| Flight International | |
| GPS World | |
| Overhaul & Maintenance | |
| Popular Mechanics | |

| Publication | |
|-------------------------------|-------------------|
| <u>Military Market</u> | Publication Staff |
| Air & Space Power Journal | |
| Air Force Magazine | |
| Air Force Times | |
| Air Forces Monthly | |
| Airman Magazine | |
| All Hands | |
| Approach | |
| Army Aviation | |
| Chips | |
| Defense Daily | |
| Leatherneck | Leslie Palm |
| Link | |
| Marines | |
| Mech | |
| Marine Corps Gazette | |
| Marine Corps Times | |
| Military Aerospace Technology | |
| National Defense | |
| Naval Aviation News | |
| Navy Times | |
| Proceedings | |
| Rotor Review | |
| Sea & Shore | |
| <u>Military Market</u> | Publication Staff |
| Signal | |
| The Military Engineer | |
| <u>Logistics Market</u> | Publication Staff |
| Logistics Spectrum | |

| Publication | |
|-------------------------------------|--------------------------|
| <u>Partnership Market</u> | Publication Staff |
| Boeing - AERO Magazine | Brian Ames |
| Boeing - Frontiers Magazine | |
| Lockheed Martin - Code One Magazine | |
| Rolls Royce - Rolls Royce Magazine | |
| <u>Local Market</u> | Publication Staff |
| Beach & Bay Press | David Mannis |
| LaJolla Today Magazine | David Mannis |
| LaJolla Village News | David Mannis |
| PB Life Magazine | David Mannis |
| San Diego Downtown Magazine | David Mannis |
| San Diego Downtown News | David Mannis |
| The Peninsula Beacon | David Mannis |
| Union Tribune | |

| Publication | PubStaff Email |
|---|---|
| Environmental Niche Market | |
| Aviation Week & Space Technology | |
| Environment | |
| Environment and Development Economics | |
| Environmental History | |
| Environmental Politics | |
| Industrial Management | |
| Journal of Environmental Management | |
| Journal of the Air & Waste Management Association | nbernheisel@awma.org |
| Management of Environmental Quality | cjones@emeraldinsight.com |
| Pollution Engineering | |
| Sea Technology | |
| Sustainable Development | |
| US Fed News Service, Including US State News | seatechads@sea-technology.com (Prod. Asst.) and kclark@fish-news.com (Circ. kthompki@wiley.com) |
| Water Environment & Technology | |
| LM 2500 Niche Market | |
| Defense Daily | jschwartz@defensedaily.com |
| Jane's Defense Weekly | |
| Marine Corps Gazette | c.monroe@mca-marines.org |
| Marine Technology and SNAME News | sevans@sname.org |
| Mechanical Engineering | |
| Modern Casting | |
| Naval Forces | |
| Overhaul & Maintenance | |
| Power | |
| Public Utilities Fortnightly | |

| Publication | PubStaff Email |
|--|--|
| <u>LM 2500 Niche Market</u> | |
| Power Engineering International | |
| Sea Power | |
| Turbomachinery International Magazine | |
| United States Naval Institute. Proceedings | |
| Aerospace America | |
| Aerospace Daily & Defense Report | |
| Air & Space Magazine | |
| Air Transport World | |
| <u>Aviation Market</u> | <u>PubStaff Email</u> |
| Aircraft Maintenance Technology | danny.faupe1@cygnuspub.com |
| Aviation International News | |
| Aviation Today - Aviation Maintenance | jpersinos@accessintel.com |
| Aviation Week & Space Technology | customer.service@mcgraw-hill.com |
| Avionics Magazine | |
| Defense Technology International | |
| Flight International | |
| GPS World | |
| Overhaul & Maintenance | |
| Popular Mechanics | |

| Publication | |
|-------------------------------|----------------|
| <u>Military Market</u> | PubStaff Email |
| Air & Space Power Journal | |
| Air Force Magazine | |
| Air Force Times | |
| Air Forces Monthly | |
| Airman Magazine | |
| All Hands | |
| Approach | |
| Army Aviation | |
| Chips | |
| Defense Daily | |
| Leatherneck | |
| Link | |
| Marines | |
| Mech | |
| Marine Corps Gazette | |
| Marine Corps Times | |
| Military Aerospace Technology | |
| National Defense | |
| Naval Aviation News | |
| Navy Times | |
| Proceedings | |
| Rotor Review | |
| Sea & Shore | |
| <u>Military Market</u> | PubStaff Email |
| Signal | |
| The Military Engineer | |
| <u>Logistics Market</u> | PubStaff Email |
| Logistics Spectrum | |

| <u>Publication</u> | |
|-------------------------------------|--|
| <u>Partnership Market</u> | <u>PubStaff Email</u> |
| Boeing - AERO Magazine | |
| Boeing - Frontiers Magazine | |
| Lockheed Martin - Code One Magazine | |
| Rolls Royce - Rolls Royce Magazine | |
| <u>Local Market</u> | <u>PubStaff Email</u> |
| Beach & Bay Press | dmannis@sdnews.com |
| LaJolla Today Magazine | dmannis@sdnews.com |
| LaJolla Village News | dmannis@sdnews.com |
| PB Life Magazine | dmannis@sdnews.com |
| San Diego Downtown Magazine | dmannis@sdnews.com |
| San Diego Downtown News | dmannis@sdnews.com |
| The Peninsula Beacon | dmannis@sdnews.com |
| Union Tribune | |

| Publication | Circulation |
|---|--|
| Environmental Niche Market | |
| Aviation Week & Space Technology | 95,672 |
| Environment | 4,290 |
| Environment and Development Economics | 750 |
| Environmental History | |
| Environmental Politics | 5 issues per year |
| Industrial Management | |
| Journal of Environmental Management | |
| Journal of the Air & Waste Management Association | 10000 monthly/plus 45,000 monthly web hits |
| Management of Environmental Quality | 1,500 |
| Pollution Engineering | 35,000 |
| Sea Technology | 15,871 |
| Sustainable Development | |
| US Fed News Service, Including US State News | |
| Water Environment & Technology | 32,580 |
| LM 2500 Niche Market | |
| Defense Daily | 40,000 |
| Jane's Defense Weekly | 27,281 |
| Marine Corps Gazette | 28,423 |
| Marine Technology and SNAME News | 10,000 |
| Mechanical Engineering | 103,189 |
| Modern Casting | 16,150 |
| Naval Forces | 16,000 |
| Overhaul & Maintenance | 50,000 |
| Power | 60,250 |
| Public Utilities Fortnightly | 3,360 |

| Publication | |
|--|-------------------------------|
| LM 2500 Niche Market | |
| | Circulation |
| Power Engineering International | 12,500 |
| Sea Power | 70,000 |
| Turbomachinery International Magazine | 12,000 |
| United States Naval Institute. Proceedings | 33,000 |
| Aerospace America | 40,000 |
| Aerospace Daily & Defense Report | 21,000 |
| Air & Space Magazine | 220,000 |
| Air Transport World | 40,000 |
| Aviation Market | |
| | Circulation |
| Aircraft Maintenance Technology | 41,000 |
| Aviation International News | 42,500 |
| Aviation Today - Aviation Maintenance | 17,300 |
| Aviation Week & Space Technology | 95,672 |
| Avionics Magazine | 20,000 |
| Defense Technology International | 35,000 |
| Flight International | 43,476 |
| GPS World | 35,010 Print / 80,000+ Online |
| Overhaul & Maintenance | 50,000 |
| Popular Mechanics | 1,200,000 |

| Publication | |
|-------------------------------|---|
| Military Market | Circulation |
| Air & Space Power Journal | 36,000 quarterly |
| Air Force Magazine | 138,295 monthly |
| Air Force Times | |
| Air Forces Monthly | |
| Airman Magazine | 115,000 quarterly |
| All Hands | 65,000 monthly |
| Approach | 14,747 as of OCT '07 |
| Army Aviation | |
| Chips | 39,000 quarterly |
| Defense Daily | 20,000 (includes pass-along readership) |
| Leatherneck | 96,000 |
| Link | |
| Marines | quarterly |
| Mech | 15,988 |
| Marine Corps Gazette | 28,423 monthly |
| Marine Corps Times | |
| Military Aerospace Technology | |
| National Defense | 36,500 (approx. 91,000 if include pass-along readers) |
| Naval Aviation News | 25,000 |
| Navy Times | 53,000 |
| Proceedings | 50,000 |
| Rotor Review | 2,600+ |
| Sea & Shore | 27,000 |
| Military Market | Circulation |
| Signal | 31,244 |
| The Military Engineer | 20,000 bi-monthly |
| Logistics Market | Circulation |
| Logistics Spectrum | 4,000 |

| Publication | |
|-------------------------------------|--------------------------------|
| <u>Partnership Market</u> | Circulation |
| Boeing - AERO Magazine | |
| Boeing - Frontiers Magazine | 130,000 monthly |
| Lockheed Martin - Code One Magazine | |
| Rolls Royce - Rolls Royce Magazine | |
| <u>Local Market</u> | |
| Circulation | |
| Beach & Bay Press | 19,000 |
| LaJolla Today Magazine | |
| LaJolla Village News | 18,500 |
| PB Life Magazine | |
| San Diego Downtown Magazine | |
| San Diego Downtown News | 18,000 |
| The Peninsula Beacon | 16,000 |
| Union Tribune | 340,799 Daily / 442,600 Sunday |

| Publication | Notes |
|---|---|
| Environmental Niche Market | |
| Aviation Week & Space Technology | Contact: AVIATION WEEK Editorial Department |
| Environment | See guidelines for contributors: http://www.heldref.org/ENV_GUIDELINES.pdf |
| Environment and Development Economics | See editorial board: http://www.cambridge.org/journals/journal_editors.asp?mnemonic=EDE |
| Environmental History | 9 weeks preceding 1st of publication month / submission guidelines (http://www.foresthistory.org/Publications/EH/ehguide.html) |
| Environmental Politics | |
| Industrial Management | |
| Journal of Environmental Management | guidelines for article submission |
| Journal of the Air & Waste Management Association | Managing editor is Lisa Bucher (lbucher@awma.org) |
| Management of Environmental Quality | Submission guidelines (http://www.emeraldinsight.com/info/journals/meq/notes.jsp) |
| Pollution Engineering | Editorial submission guidelines: (http://www.pollutionengineering.com/PE/Home/Files/documents/ArticleSubmissionGuidelines__BEANWUOSRY__.doc) |
| Sea Technology | West Coast office contact: John & Barbara Sabo email: jsabo@jsaboassoc.com Address: 447 Herondo St. #305 Hermosa |
| Sustainable Development | Instructions for authors (http://mc.manuscriptcentral.com/sd) user id and password are required. |
| US Fed News Service, Including US State News | |
| Water Environment & Technology | Editorial submission guidelines: (http://www.wef.org/ScienceTechnologyResources/Publications/WET/AuthorInfo.htm) |
| LM 2500 Niche Market | |
| Notes | |
| Defense Daily | |
| Jane's Defense Weekly | |
| Marine Corps Gazette | For editorial profile: http://www.mca-marines.org/gazette/advertising.asp#ep |
| Marine Technology and SNAME News | Editorial submission guidelines: http://www.sname.org/author_instructions.htm |
| Mechanical Engineering | Corporate address: Three Park Ave. NY, NY 10016 |
| Modern Casting | Media Kit and Editorial Calender available at: http://www.moderncasting.com/content/view/45/73/ |
| Naval Forces | Description of Publication can be found at: http://www.monch.com/naval-forces.php |
| Overhaul & Maintenance | |
| Power | Media Kit can be found at: http://www.powermag.com/ExportedSite/Advertising/Media%20Kit17.htm |
| Public Utilities Fortnightly | Media Kit with submission requirements can be found at: http://www.pur.com/puf_media.cfm |

| Publication | Notes |
|--|---|
| LM 2500 Niche Market | |
| Power Engineering International | Media Kit can be found at: http://pepei.pennnet.com/adinfo/pe_printadinfo.cfm |
| Sea Power | |
| Turbomachinery International Magazine | Media Kit can be found at: http://www.turbomachinerymag.com/advertise/mediakit%202008%20final.pdf |
| United States Naval Institute. Proceedings | Corporate address: Beach Hall, 291 Wood Road Annapolis, MD 21402 |
| Aerospace America | For media kit: http://www.aiaa.org/mediakit/ |
| Aerospace Daily & Defense Report | Media requests to Amy Murphy @ (212)904-6974 |
| Air & Space Magazine | Website editor: webmaster@airspacemag.com |
| Air Transport World | For media kit: http://www.atwonline.com/magazine/mediakit/index.html |
| Aviation Market | |
| Aircraft Maintenance Technology | For media kit: http://www.amtonline.com/mediakit/index.jsp For BPA: https://webmail.nps.edu/exchange/jwendres/Inbox/FW:%20AMT%20--%20Inquiry%20From%20Online%20Media%20Kit.EML/1_multipart_xF8FF_2_statement_view.pdf/C58EA28C-18C0-4a97-9AF2-036E93DDAFB3/statement_view.pdf?attach=1 |
| Aviation International News | Writer's Guidelines and Tips: http://www.ainonline.com/fileadmin/template/main/pdfs/writersguide.pdf |
| Aviation Today - Aviation Maintenance | For media kit: http://www.aviationtoday.com/mediakit.html |
| Aviation Week & Space Technology | For media kit: http://www.aviationnow.com/awmedia/index.html |
| Avionics Magazine | For media kit: http://www.aviationtoday.com/Assets/AV_mediakit07.pdf |
| Defense Technology International | |
| Flight International | To view editorial calendar: http://www.flightglobal.com/MediaPack/flightinternational/fi_ed_calendar.htm |
| GPS World | Managing Editor: Tracy Cozzens - info@gpsworld.com / Editorial Director: Lester Craft (714)338-6730 |
| Overhaul & Maintenance | For media kit: http://www.aviationweek.com/awmedia/Overhaul/home.htm |
| Popular Mechanics | For editorial guidelines: http://www.popularmechanics.com/marketing/ |

| Publication | |
|-------------------------------|--|
| Military Market | Notes |
| Air & Space Power Journal | For info on article submissions: http://www.airpower.maxwell.af.mil/airchronicles/howto1.html |
| Air Force Magazine | |
| Air Force Times | For all editorial contacts: http://www.airforcetimes.com/editorial/ |
| Air Forces Monthly | Contributor's Guidelines: http://www.keypublishing.com/cont_guide.html |
| Airman Magazine | |
| All Hands | Managing Editor: MCCS(AW/SW) Joseph Dorey |
| Approach | |
| Army Aviation | For editorial calendar: http://www.quad-a.org/calendar-editorial/EditorialCalendar2007.sm.pdf |
| Chips | Alt. mailing address: P.O. Box 1376, Norfolk, VA 23501-1376 |
| Defense Daily | For media kit: http://www.defensedaily.com/mediakit/ |
| Leatherneck | Advertising Rep: G. Scott Dinkel - (718)715-1361 |
| Link | |
| Marines | For additional info: http://www.mcnews.info/mcnewsinfo/marines/2005/20052ND/Credits/index.shtml |
| Mech | |
| Marine Corps Gazette | http://www.mca-marines.org/gazette/advertising.asp |
| Marine Corps Times | |
| Military Aerospace Technology | For media kit: http://www.military-aerospace-technology.com/MAT_Media_kit.pdf |
| National Defense | http://www.nationaldefensemagazine.org/advertising/ad_reqs.htm |
| Naval Aviation News | |
| Navy Times | |
| Proceedings | |
| Rotor Review | |
| Sea & Shore | |
| Military Market | Notes |
| Signal | Feature Articles: (703)631-6178 |
| The Military Engineer | http://www.same.org/i4a/forms/form.cfm?id=132 |
| Logistics Market | Notes |
| Logistics Spectrum | Submission Requirements can be found at: http://www.sole.org/spectrum.m.asp |

| Publication | |
|-------------------------------------|---|
| <u>Partnership Market</u> | Notes |
| Boeing - AERO Magazine | Contact info: http://www.boeing.com/commercial/aeromagazine/articles/qtr_4_07/about.html |
| Boeing - Frontiers Magazine | Publisher: Tom Downey; staff directory: http://www.boeing.com/news/frontiers/staff.html |
| Lockheed Martin - Code One Magazine | See following link for more contacts: http://www.lockheedmartin.com/news/press_contacts.html |
| Rolls Royce - Rolls Royce Magazine | Additional facilities contact info: http://www.rolls-royce.com/northamerica/facilities/default.htm |
| <u>Local Market</u> | Notes |
| Beach & Bay Press | |
| LaJolla Today Magazine | |
| LaJolla Village News | |
| PB Life Magazine | |
| San Diego Downtown Magazine | |
| San Diego Downtown News | |
| The Peninsula Beacon | |
| Union Tribune | For editorial calendar: http://www.signonsandiego.com/media/kit/calendar.html Physical Address: 350 Camino de la Reina, San Diego, CA 92108 |

B. ASSOCIATIONS

| Associations | Contact First Name | Contact Last Name | Contact Title | Phone | Fax | E-mail | Notes |
|---|---------------------------|--------------------------|----------------------|-------------------|---------------|--|--|
| Aeronautical Repair Station Association | Karen | Filler | Business Services | (703)739-9543x111 | (703)739-9488 | karen@arsa.org | For staff directory: http://www.arsa.org/node/61 |
| Air Force Association | See notes | See notes | See notes | (800)727-3337 | (703)247-5853 | service@afa.org | For more contacts: https://www.afa.org/addbk.asp |
| American Logistics Association | N/A | N/A | N/A | (202)466-2520 | (202)296-4419 | membership@ala-national.org | For membership info: http://www.ala-national.org/membership/ |
| Army Aviation Association of America | Joseph | Bergantz | VP of Membership | (203)268-2450 | (203)268-5870 | AAAA@quad-a.org | |
| Association for Women in Aviation Maintenance | Alice | Rice | Secretary | (386)416-0248 | (386)236-0517 | Alice_Rice@awam.org | For more contacts: http://www.awam.org/contact_us.htm |
| Association of Naval Aviation | N/A | N/A | N/A | (703)960-6806 | (703)960-6807 | anahqtr@aol.com | For membership info: http://www.anahq.org/ANAAApplication2007[1].pdf |
| Aviation Maintenance Duty Officer Association | Marty | Reagan | Website Mgr. | N/A | N/A | reaganmw@comcast.net | For membership info: http://www.amdo.org/members.html |
| Naval Helicopter Association | Mike | Middleton | VP/Corp Membership | (619)435-7139 | (619)435-7354 | editors@navalhelicopterassn.org | For NHA regional officers: http://www.navalhelicopterassn.org/regional.htm |
| Pacific Aircraft Maintenance Engineers Association | Jay | Deering | Secretary | (604)279-9579 | | directors@pamea.com | For more contacts: http://www.pamea.com/contact/directors.html |
| Professional Aviation Maintenance Association | Angela | Springel | Administrator | (724)772-8536 | (724)772-4064 | aspringel@pama.sae.org | For membership info: http://pama4.timberlakepublishing.com/content.asp?contentid=59 |
| The International Society of Logisites | | | | (301)459-8446 | (301)459-1522 | solehq@erols.com | For membership info: http://www.sole.org/downloadmembership.asp |

C. PUBLICATION UNIQUE DATA

| Publication | Target audience | Circulation | Freq of publication / web updates | Article submission procedures |
|---|---|---|--|---|
| Environmental Niche Market | | | | |
| Aviation Week & Space Technology | | | | |
| Environment | | | | |
| Environment and Development | | | | |
| Economics | | | | |
| Environmental History | | | | |
| Environmental Politics | | | | |
| Industrial Management | | | | |
| Journal of Environmental Management | This depends on the journal. We suggest that you visit the journal homepage to see the target audience of each journal. We suggest you browse through our list of journals, covering all subject areas, by alphabetical order or by subject area on http://www.elsevier.com/wps/find/authors/home.authors . Select your area(s) of research to display a list of appropriate Elsevier journal titles. Clicking on a title will access the journal homepage, where you will find a description of the journal, including aims & scope, audience and content. | Elsevier journals are circulated all over the world | It depends on the journal but for most journals the frequency of publication is monthly. For website updates, this is done whenever there is a system upgrade (for example every year or every time there is a need to update instructions on the web) | Our sponsor would like to submit articles (and there is a possibility of advertising) --Each individual journal provides its own, specific Guide to Authors to ensure fast and accurate submission. The 'Guide to Authors' also provides procedures on how to submit your article. |
| Journal of the Air & Waste Management Association | | | | |
| Management of Environmental Quality | | | | |

| Publication | Target audience | Circulation | Freq of publication / web updates | Article submission procedures |
|---|---|--|--|--|
| Environmental Niche Market | | | | |
| Pollution Engineering | Our target audience is environmental professionals located within the United States and Canada. However, it should also be noted that we have readers all around the world and produce 4 special issues that are distributed in China. Our readers are from industry, municipalities, government and the military with environmental control responsibilities for air, water and waste issues as well as remedial work. We have been the largest magazine covering all aspects of environmental control since 1969. | Our circulation is audited by the BPA. Our goal is to make sure our readership is the audience our advertisers are interested in reaching. Our total circulation is held at 35,000 at this time. Our readers have responsibility for environmental control and responsibility to make sure the right components are in place to handle the job. They are operators, supervisors, managers and engineers to make sure their organization or customers meet or exceed regulatory requirements. | Our magazine is published 12 times per year and reaches the reader's desks usually during the first week of a month. Additionally, we added 4 issues for the Chinese market last year and are planning the same thing this year. | We produce a calendar for topics each month. The calendar is include in our media kit. Articles come from readers, advertisers and other companies. I place the materials in a database and pull articles about 3 months in advance that meet the listed topics. Occasionally, the production department will tell me they need additional articles and those are also pulled from that database. I have written guidelines for those that are interested. These are also available on our website at www.pollutionengineering.com at the contact us page. |
| Sea Technology | | | | |
| Sustainable Development | | | | |
| US Fed News Service, Including US State News | | | | |
| Water Environment & Technology | | | | |

| LM 2500 Niche Market | Target audience | Circulation | Freq of publication / web updates | Article submission procedures |
|--|--|--|--|---|
| <p>Defense Daily</p> <p>Jane's Defense Weekly</p> <p>M2 Presswire</p> <p>Marine Corps Gazette</p> <p>Marine Technology and SNAME News</p> <p>Mechanical Engineering</p> | <p>Mechanical Engineering's readers are members of the American Society of Mechanical Engineers (ASME) who are predominately mechanical engineers in a design function in manufacturing (OEM) as well as R&D professionals, and process engineers. Members pay \$129 in annual dues and are primarily in management positions (65%).</p> | <p>Per the December 2006 BPA statement, circulation is 103,189. 86% of the circulation is in the United States, 3% in Canada and Mexico, and the remaining 11% in other international countries.</p> | <p>Mechanical Engineering is published monthly. Mechanical Engineering's website, www.memagazine.org, is updated monthly with its Breaking News section updated daily.</p> | <p>All press releases, customer stories, etc. can be submitted to the Editor of Mechanical Engineering. Ideas for featured articles should be discussed with Executive Editor prior to writing the article. Editorial contact information is:</p> <p>John Falcioni Editor-in-Chief & Publisher Tel: 212-591-7786 E-mail: falcionij@asme.org</p> <p>Harry Hutchinson Executive Editor Tel: 212-591-7384 E-mail: hutchinsonh@asme.org</p> |
| <p>Modern Casting</p> <p>Naval Forces</p> <p>Overhaul & Maintenance</p> <p>Power</p> <p>Public Utilities Fortnightly</p> <p>Power Engineering International</p> <p>Sea Power</p> <p>Turbomachinery International</p> <p>United States Naval Institute. Proceedings</p> | | | | |

| <u>Aviation Market</u> | Target audience | Circulation | Freq of publication / web updates | Article submission procedures |
|--|---|--|--|--|
| Aerospace America | Our audience comprises the 40,000 aerospace professionals, both civil and military, industrial and academic, who comprise the membership of AIAA, as well as all members of Congress and other selected individuals | Circulation is @40,000 worldwide | Monthly publication | Authors may request guidelines for manuscript submission, which by no means guarantees acceptance |
| Aerospace Daily & Defense Report | | | | |
| Air & Space Magazine | Our target audience is very broad: Anyone with an interest in aviation and spaceflight. Our readers turn out to be 80 percent male; most are not pilots, but many have careers in aviation. | Our national (with a few international readers) circulation is approximately 220,000. | We publish 6 times a year and update our Web site weekly. | We accept feature proposals from freelance writers but would not publish an article about a company or its products written by any representative of that company. We certainly accept advertising. |
| Air Transport World | Airline professionals and those involved in airports, regulation, aircraft OEMs, MRO, aftermarket. | #s circulated and area/region of circulation: Approx. 40,000 worldwide | Monthly magazine, web news daily | ATW does not accept contributed editorial |
| Aircraft Maintenance Technology | Aviation Maintenance professionals | 41,000 plus --- mostly North American, but look at the BPA for the complete break down | We have 11 issues per year, plus a number of supplements. Our web site is 24/7/365 and we email a weekly email newsletter. | We encourage article submission, but all articles must start with a conversation with one of our editors Joe Escobar or Barb Zuehke. Advertising is a separate issue. One is not dependant on the other. |
| Aviation International News | | | | |
| Aviation Today - Aviation Maintenance | Aviation Maintenance targets highly qualified commercial aviation decision makers | Print audience of 17,300 | Monthly | |

| <u>Aviation Market</u> | Target audience | Circulation | Freq of publication / web updates | Article submission procedures |
|---|--|--|--|---|
| Aviation Week & Space Technology | | | | |
| Avionics Magazine | Avionics Magazine is targeted at aerospace engineers and management-level executives. | We have a controlled circulation of 20,000 primarily based in the United States but with international distribution. | The Avionics Magazine print edition is monthly. Our Web site, www.aviationtoday.com , is updated daily. | Articles are assigned to freelance writers. We generally do not accept contributed articles. Anything that is contributed must be free of marketing or promotional content. |
| Defense Technology International | DTI is aimed at decision-makers in the armed forces and defense industry, involved in developing and acquiring military equipment. | We have a circulation of 35,000-plus copies, between 35 and 40 per cent of that being outside the US. | DTI appears ten times a year: monthly, with combined Jan-Feb and Jul-Aug issues. | We produce or commission stories based on our editorial planning. We haven't so far accepted outside copy from industry or government sources, and generally would not publish anything over which we do not have end-to-end editorial control. As a matter of policy we do not accept editorial material linked to ads. DTI does accept advertiser-sponsored supplements but those are handled by the sales side of the house. |
| Flight International | | | | |
| GPS World | | | | |
| Overhaul & Maintenance | | | | |
| Popular Mechanics | Our typical reader is male, about 37 years old, married with a couple of kids, owns his own home and several cars, makes a good salary and probably works in a technically oriented profession. Keep this in mind before proposing articles. | | | http://www.popularmechanics.com/marketing/ |

| <u>Military Market</u> | Target audience | Circulation | Freq of publication / web updates | Article submission procedures |
|--|---|--|---|--|
| Air & Space Power Journal | Our target audience is military professionals and government officials concerned with operational level air, space, and cyber matters. Each journal language edition is independent. The English language one is rather narrowly focused on topics of concern to the USAF, but also caters to all the world's English-speaking militaries. The Spanish, Portuguese, Arabic, French, and Chinese language editions cover a broader range of topics than the English language journal and cater to all militaries of the world that speak their respective languages. | Approximate quarterly circulation: English 19,000; Spanish, 5,000; Portuguese, 3,000; Arabic 2,500, French, 3,000; Chinese, 3,500 | Each edition published quarterly - 24 quarterly issues total per year | Article submission procedures - see http://www.airpower.maxwell.af.mil/airchronicles/howto1.html . We don't accept advertising. |
| Air Force Magazine Air Force Times Air Forces Monthly Airman Magazine | Our target audience includes all Airmen, Air Force civilian workers and their families. | Airman circulation is 112,000-115,000 copies distributed worldwide to all areas where Air Force people serve [Web page visits: about 45,000 per week]. | Right now we're a quarterly publication. Starting with January 2008, Airman will become a bimonthly publication, with an extra almanac issue. | To submit articles, it is best to first call the editor. Airman's priority is to publish articles that highlight specific Air Force themes and messages. Space is limited for other types of submissions. |
| All Hands | All Navy - specifically 18-25 year old, first-term Sailor | 65,000 copies printed monthly; distributed via CNO's Standard Navy Distribution List (SNDL) for a readership of 6 Sailors per each magazine | Monthly/Monthly www.navy.mil | We are a funded publication and do not accept advertising. Since you did not name your sponsor, it is difficult to determine if their product has a Navy tie. If your sponsor has a Navy tie and wishes to submit an article, I would suggest they contact their nearest Navy Public Affairs Office. Please call me at (202) 433-4171 to discuss this. |
| Approach | Naval aviators and naval aviation community. | As of 01 October 2007, total copies printed-14,747, to approx 1,500 addresses. Navy and Marine Corps wide. | Approach is bimonthly. Jan-Feb, Mar-Apr, etc. Each issue is put online on the Naval Safety Center website, html and pdf formats. Also, special issues such as the Aviation 3750 are printed/online. | Articles are submitted to the editor, email preferred. Commercial advertising not accepted. |

| <u>Military Market</u> | Target audience | Circulation | Freq of publication / web updates | Article submission procedures |
|--------------------------|---|--|---|--|
| Army Aviation | | | | |
| Chips | IT professionals and average users across the Department of the Navy, DoD, contractor support personnel and academia. | On average we print between 35,000 to 39,000 issues quarterly. Online readership is more than 2 million annually. | Usually quarterly. | Articles must be approved via the author's chain of command/public affairs office prior to sending the article to CHIPS. Graphics must be in high-resolution. We use the AP Stylebook, the Navy Style Guide and CHINFO guidance for editorial management. Articles must be written in magazine format, we do not edit reports or academic papers for publication. Authors must convert reports or academic papers to fit our style format. Complete guidelines are at http://www.chips.navy.mil/chipsguidelines.html . Because CHIPS is published by the Department of the Navy, we do not accept commercial advertising or review commercial products. |
| Defense Daily | | | | |
| Leatherneck | Marines, (active duty, Reserve, veteran) members of the Marine family and friends of the Corps. We have been in continuous publication for 90 years and were staffed by active duty Marines from 1917 through 1972. Since 1972, the magazine has been led by retired Marines. | Circulation is around 96,000 currently. While our readers are principally in the United States, we do have readers in Korea, Japan, New Zealand, Australia, Great Britain, France, Taiwan and other nations. | Printed magazine is published monthly. Certain portions of our Web site are updated daily, others weekly and monthly. Our podcasts are monthly updates. | Our submission guidelines are on our Web site and can be read there or copied. The submission guidelines are extensive and address articles, photography and other artwork. http://www.mca-marines.org/Leatherneck/guidelines.asp . Advertising is accepted. |
| Link Marines Mech | | | | |
| | Navy and Marine Corps aviation maintenance professionals, including maintenance and maintenance and material control officers | Fleetwide distribution of 15,988 copies (16,238 copies printed) | Quarterly | Readers simply send their story and photos (a critical requirement for Mech) to the editor danny.steber@navy.mil or SAFE-Mech@navy.mil . We don't take advertising. |

| <u>Military Market</u> | Target audience | Circulation | Freq of publication / web updates | Article submission procedures |
|---|---|--|--|---|
| <p>Marine Corps Gazette</p> <p>Marine Corps Times</p> <p>Military Aerospace Technology</p> | | | | |
| National Defense | | | | |
| Naval Aviation News | Active duty and reserve DoN (USN and USMC) aviators and support personnel, both officer and enlisted. | Circulation is limited to official addresses. Quantity printed per issue is approximately 25,000; we distribute to official commands based on a ratio of one copy for every 10 aviation-related personnel. | Published bimonthly. Website updates are infrequent due to recent technical problems. Once resolved the issues will be posted on the website on a quarterly basis. | Naval Aviation News is an official government publication, and as such does not accept advertising of any kind. Nor do we accept marketing press releases. Therefore I'm not sure if we fit the category of magazine you are looking for. Regardless, the answers to your questions follow. Most submissions from unofficial agencies will be rejected. We take no advertising, and accept very few press releases from non-official sources. If in doubt contact the Editor in advance to gauge interest (nannews@navy.mil). |
| Navy Times | Active-duty Sailors and Officers, Navy reservists, retirees, dependents. | 53,000 (Subscriptions plus newsstand). Available at fleet concentration areas and various Navy Exchanges. | Print edition is published every Monday. Web site updates are constant throughout the day. | For the most part, we do not accept submitted articles. We have on occasion accepted news articles from freelancers, but this is rare. Articles are written by staff writer. However, we do accept submissions for the "back talk" opinion column and "letters to the editor". Letters are submitted to: navylet@atpco.com and back talks are sent to news editor Jenn Rafael at jrafael@navytimes.com. |
| Proceedings | Our obvious audience is the Sea Services, that is, officers and senior enlisted of the Navy, Marines, Coast Guard, and, to an extent, the Merchant Marine. But we actually target a broader audience that, for lack of a better term, I call the national security community. That includes defense specialists, analysts, and defense contractors. | Proceedings has a circulation of about 50,000 because that is the number of members of the U.S. Naval Institute, our parent organization. At the moment, you can only get Proceedings if you join USNI. | We publish monthly. As for website updates, check with Web director Sue Struve (sstruve@usni.org). | |

| <u>Military Market</u> | Target audience | Circulation | Freq of publication / web updates | Article submission procedures |
|------------------------|---|---|------------------------------------|---|
| Rotor Review | | | Published quarterly. | The Editorial Board welcomes submissions from NHA's general membership and corporate associates. Copy should be of general interest to the readership and geared toward current Navy, Marine Corps and Coast Guard affairs, technical advances in the helicopter industry or historical anecdotes. Submissions should be e-mailed as attachments or provided on Mac or PC formatted disks using any current word-processing software (text only, please don't embed images in word docs). Photos and graphics are encouraged (jpgs in hi-rez preferred) Please send as a separate file snailmail or electronically. Include your address, photo credits and any captions. Send submissions to: editors@navalhelicopterassn.org |
| Sea & Shore | Afloat and ashore Sailors and Marines and their families. | Approximately 27,000 distributed (worldwide). | Published quarterly. | Submit text in double-spaced Word format, trying to hold length to no more than 3-5 pages. While accompanying photos aren't required, we encourage them. Photos should be hi-rez (at least 300 dpi) or large format (11 X 14 or larger). |
| Signal | Military, government and industry decision makers in the fields of C4ISR, information security, intelligence, research and development, electronics and homeland security | BPA average circulation 31,244 (see attached statement for regional breakout) | Monthly on the first of each month | I'm sorry, but the article submission process is very detailed, please visit this page for details http://www.afcea.org/signal/writersguide.asp |

| <u>Military Market</u> | Target audience | Circulation | Freq of publication / web updates | Article submission procedures |
|------------------------------|---|--|---|--|
| The Military Engineer | <p>Reader Profile</p> <p>In a formal survey of SAME members:</p> <ul style="list-style-type: none"> - 86% of readers surveyed reported that they make contracting, budget or purchasing decisions, select products or services, or establish specifications - 41% take action in response to ads in SAME publications - 55% served in uniform and 19% still are serving in the military - A typical SAME reader is 49 years old and highly educated: - 97% of readers hold at least a bachelor's degree - 22% are the chief or deputy engineer, division or district engineer, or a branch chief of engineering in a federal department or agency | <p>This four-color, 64-to-108-page publication, is mailed bi-monthly to our 20,000 member audience and subscriber list, and is then passed on to an additional 18,900 people. Additional copies of each issue are printed and displayed at numerous conferences and events. Additionally, The Military Engineer is an ABC-audited publication.</p> | <p>Bi-monthly for publication. The SAME Web site averages more than 49,000 Visits per month. Visitors spend an average of more than 4 Minutes surfing the site and reading its content-rich pages, with an average of more than 125,000 Page Views per month. People all over the world access www.same.org on a regular basis.</p> <ul style="list-style-type: none"> - More than half of all Web visitors live in North America. - Other visitors hail from Europe, Asia, Africa, Oceania (Australia, New Zealand, etc.) and South America, in that order | <p>See media kit: http://www.same.org/files/public/SAMEMkit.pdf</p> |

| <u>Logistics Market</u> | Target audience | Circulation | Freq of publication / web updates | Article submission procedures |
|-------------------------------------|---|--|---|---|
| Logistics Spectrum | | | | |
| <u>Partnership Market</u> | Target audience | Circulation | Freq of publication / web updates | Article submission procedures |
| Boeing - AERO Magazine | AERO magazine is a technical publication written by Boeing engineers for our airline customers. | | | We do not publish news releases or accept advertising. |
| Boeing - Frontiers Magazine | Our primary audience is Boeing employees worldwide. Among our secondary audiences are customer representatives, key financial analysts and aviation/aerospace reporters, government representatives and company retirees. That said: Although Frontiers looks very much like a professional news magazine, at heart we're more like a company's internal newsletter than a magazine you'll find on the newsstand. | We print about 130,000 copies a month. Our circulation is global; however, the great majority of copies is distributed through Boeing worksites. | We're printed 11 times a year -- each month, except for a double issue for December-January. We update our Web site www.boeing.com/frontiers within days of the release of a new issue. | Before answering this question, it's important to know that the editorial mission of Frontiers is to provide analysis and context of the things that Boeing does; in other words, we explain the "how" and the "why" of Boeing developments. The publication is produced by members of the Communications organization in Boeing. Thus, the best way to get a story published is to work with a member of Communications: Let us know what's on your mind and why this is important to Boeing employees. (I'll add that we at the magazine are very interested in how Boeing customers use the company's products and what Boeing can do to better serve customer needs.) Unfortunately, we don't accept advertising. The ads you see in Frontiers are actual Boeing ads that the company has run in media outlets. We run these ads to show readers the work that our Advertising and Brand Management team has been handling. |
| Lockheed Martin - Code One Magazine | | | | |
| Rolls Royce - Rolls Royce Magazine | | | | |

| <u>Local Market</u> | Target audience | Circulation | Freq of publication / web updates | Article submission procedures |
|-----------------------------|-----------------|-------------|-----------------------------------|-------------------------------|
| Beach & Bay Press | | | | |
| LaJolla Today Magazine | | | | |
| LaJolla Village News | | | | |
| PB Life Magazine | | | | |
| San Diego Downtown Magazine | | | | |
| San Diego Downtown News | | | | |
| The Peninsula Beacon | | | | |
| Union Tribune | | | | |

D. TRADESHOWS

| <u>Trade Show Market</u> | <u>Date of event</u> | <u>Location</u> | <u>Contact First Name</u> | <u>Contact Last Name</u> | <u>Contact Title</u> |
|---|----------------------|---------------------|---------------------------|--------------------------|------------------------|
| Aerospace & Defense Finance Conference | NOV 28-29, 2007 | New York, NY | Lydia | Janow | Dir. of Tradeshow |
| Aging Aircraft 2008 | APR 21-24, 2008 | Phoenix, AZ | Jill | Jennewine | Conference Coordinator |
| Aircraft Maintenance Outsourcing for the Americas | OCT 24-25, 2007 | San Diego, CA | Alice | Macklin | Senior Conference Mgr. |
| Aircraft Survivability 2007 | NOV 6-9, 2007 | Monterey, CA | Christy | Goehner | Contact |
| Aviation Industry Expo 2008 | MAR 18-20, 2008 | Dallas, TX | Jill | Ryan | Show Manager |
| Aviation Maintenance - Emerging Challenges and Opportunities | OCT 15-16, 2007 | Las Vegas, NV | N/A | | |
| Aviation Nation | NOV 8-12, 2008 | Las Vegas, NV | Amanda | Hayes | Marketing Manager |
| Aviation Week A&D Programs Conference | OCT 30-31, 2007 | Phoenix, AZ | Lydia | Janow | Dir. of Tradeshow |
| Aviation Week Management Forums | NOV 27-28, 2007 | San Diego, CA | Lydia | Janow | Dir. of Tradeshow |
| Avionics Outlook | OCT 29, 2007 | Phoenix, AZ | Lydia | Janow | Dir. of Tradeshow |
| Defense Technology & Requirements | FEB 12-13, 2008 | Washington DC | Lydia | Janow | Dir. of Tradeshow |
| DOD Maintenance Symposium | OCT 27-30, 2008 | Denver, CO | Nancy | Eiben | Symposium Mgr. |
| Managing Aircraft Maintenance Costs Conference for the Americas | MAR 4-5, 2008 | Phoenix, AZ | Lucy | Ashton | Conference Mgr. |
| MRO 2008 Military Conference and Exhibition | APR 15-17, 2008 | Fort Lauderdale, FL | Lydia | Janow | Dir. of Tradeshow |
| Navy League Sea-Air-Space 2008 | MAR 18-20, 2008 | Washington DC | Cortney | Pease | Events Coordinator |
| NHA Symposium | APR 13-17, 2008 | Norfolk, VA | | | |
| SAME Joint Engineer Training Conference & Expo | MAY 20-23, 2008 | Minneapolis, MN | Heather | Cross | Civil Engineer |
| Survivability Symposium | TBD | California | Wayne | McAuliffe | Lead Coordinator |
| Strategic Planning for Cost-Effective Avionics | OCT 29, 2007 | Phoenix, AZ | Lydia | Janow | Dir. of Tradeshow |

| <u>Trade Show Market</u> | <u>Phone</u> | <u>Trade Show Market</u> | <u>Fax</u> |
|---|-------------------------------|---|------------------|
| Aerospace & Defense Finance Conference | (212)904-3225 or 800-240-7645 | Aerospace & Defense Finance Conference | (212)904-3334 |
| Aging Aircraft 2008 | (937)426-2808 | Aging Aircraft 2008 | (937)426-8755 |
| Aircraft Maintenance Outsourcing for the Americas | +44(0)2079317072 | Aircraft Maintenance Outsourcing for the Americas | +44(0)2079317186 |
| Aircraft Survivability 2007 | (703)247-2586 | Aircraft Survivability 2007 | (703)522-1885 |
| Aviation Industry Expo 2008 | (800)827-8009x3349 | Aviation Industry Expo 2008 | (952)894-8252 |
| Aviation Maintenance - Emerging Challenges and Opportunities | (310) 563-1223 | Aviation Maintenance - Emerging Challenges and Opportunities | (310) 563-1220 |
| Aviation Nation | (702)506-2065 | Aviation Nation | |
| Aviation Week A&D Programs Conference | (212)904-3225 or 800-240-7645 | Aviation Week A&D Programs Conference | (212)904-3334 |
| Aviation Week Management Forums | (212)904-3225 or 800-240-7645 | Aviation Week Management Forums | (212)904-3334 |
| Avionics Outlook | (602)252-1234 | Avionics Outlook | (212)904-3334 |
| Defense Technology & Requirements | (212)904-3225 or 800-240-7645 | Defense Technology & Requirements | (212)904-3334 |
| DOD Maintenance Symposium | (724)772-8525 | DOD Maintenance Symposium | |
| Managing Aircraft Maintenance Costs Conference for the Americas | +44(0)2079317072 | Managing Aircraft Maintenance Costs Conference for the Americas | +44(0)2079317186 |
| MRO 2008 Military Conference and Exhibition | (212)904-3225 or 800-240-7645 | MRO 2008 Military Conference and Exhibition | (212)904-3334 |
| Navy League Sea-Air-Space 2008 | (703)312-1587 | Navy League Sea-Air-Space 2008 | (703) 654-6931 |
| NHA Symposium | (619) 435-7139 | NHA Symposium | |
| SAME Joint Engineer Training Conference & Expo | (563)264.6779 | SAME Joint Engineer Training Conference & Expo | (563)264.6658 |
| Survivability Symposium | | Survivability Symposium | |
| Strategic Planning for Cost-Effective Avionics | (800)240-7645 | Strategic Planning for Cost-Effective Avionics | (212)904-3334 |

| Trade Show Market | E-mail | Notes |
|--|--|--|
| Aerospace & Defense Finance Conference | ljanow@aviationweek.com | For additional info: http://www.aviationweek.com/conferences/press/AD_finance_100907_FINAL.pdf |
| Aging Aircraft 2008 | jjennewine@utcd Dayton.com | For conference agenda: http://www.agingaircraft2008.com/pages/agenda.html |
| Aircraft Maintenance Outsourcing for the Americas | confs@aviation-industry.com | |
| Aircraft Survivability 2007 | cgoehner@ndia.org | |
| Aviation Industry Expo 2008 | jill.rvan@cygnusexpos.com | |
| Aviation Maintenance - Emerging Challenges and Opportunities | ttchq@ttcus.com | |
| Aviation Nation | amanda@aviationnation.org | |
| Aviation Week A&D Programs Conference | ljanow@aviationweek.com | (Speaking opportunities avail) |
| Aviation Week Management Forums | ljanow@aviationweek.com | (Speaking opportunities avail) |
| Avionics Outlook | ljanow@aviationweek.com | (Speaking opportunities avail) |
| Defense Technology & Requirements | ljanow@aviationweek.com | (Speaking opportunities avail) |
| DOD Maintenance Symposium | naneiben@sae.org | For more info: http://www.sae.org/events/dod/brochure.pdf |
| Managing Aircraft Maintenance Costs | lucya@aviation-industry.com | For agenda: http://www.aviationindustrygroup.com/index.cfm?pg=280&archive=false&offset=1#section_conferenceagenda_speakers |
| Conference for the Americas | | (Speaking opportunities avail) |
| MRO 2008 Military Conference and Exhibition | ljanow@aviationweek.com | |
| Navy League Sea-Air-Space 2008 | cpease@navyleague.org | For more contacts: http://www.sasexpo.org/2008/sas-contact.htm |
| NHA Symposium | rotorrev@simplyweb.net | |
| SAME Joint Engineer Training Conference & Expo | | To register: http://www.regonline.com/Checkin.asp?EventId=132597 |
| Survivability Symposium | | |
| Strategic Planning for Cost-Effective Avionics | ljanow@aviationweek.com | For speaking opportunities: http://www.aviationweek.com/forums/speak.htm |

| Trade Show Market | Website |
|---|---|
| Aerospace & Defense Finance Conference | http://www.aviationweek.com/conferences/finmain.htm |
| Aging Aircraft 2008 | http://www.agingaircraft2008.com/ |
| Aircraft Maintenance Outsourcing for the Americas | http://www.aviationindustrygroup.com/index.cfm?pg=255&archive=false&offset=1 |
| Aircraft Survivability 2007 | http://www.auvsi.org/events/Brochure.pdf |
| Aviation Industry Expo 2008 | http://aviationindustryexpo.com/as3ase/index.po |
| Aviation Maintenance - Emerging Challenges and Opportunities | http://www.goingtomeet.com/conventions/details/23946 |
| Aviation Nation | www.aviationnation.org |
| Aviation Week A&D Programs Conference | http://www.aviationweek.com/conferences/dtar main.htm |
| Aviation Week Management Forums | http://www.aviationweek.com/conferences/dtar main.htm |
| Avionics Outlook | http://www.aviationweek.com/conferences/dtar main.htm |
| Defense Technology & Requirements | http://www.aviationweek.com/conferences/dtar main.htm |
| DOD Maintenance Symposium | http://www.sae.org/events/dod/ |
| Managing Aircraft Maintenance Costs Conference for the Americas | http://www.aviationindustrygroup.com/index.cfm?pg=280&archive=false&offset=1 |
| MRO 2008 Military Conference and Exhibition | http://www.aviationweek.com/conferences/mro main.htm |
| Navy League Sea-Air-Space 2008 | http://www.sasexpo.org/2008/Default.htm |
| NHA Symposium | http://www.navalhelicopterassn.org/sympage/Symposium%202008/2008_Symposium.html |
| SAME Joint Engineer Training Conference & Expo | http://www.same.org/i4a/pages/index.cfm?pageid=3434 |
| Survivability Symposium | Not available. |
| Strategic Planning for Cost-Effective Avionics | http://www.aviationweek.com/forums/aomain.htm |

E. WEBSITES

| <u>Websites</u> | Contact First Name | Contact Last Name | Contact Title | Phone |
|-------------------------------|--------------------|-------------------|------------------------------|--|
| AAI | John | Michitsch | Executive Vice President | (410)666-1400 or (410)628-3184 (media inquiries) |
| AeroSpaceNews.com | | | | (805)985-2320 |
| Aviation Homepage | | | | (800)789-6525 |
| Aviation Week MRO Blog | N/A | N/A | N/A | (800)525-5003 |
| DynCorp | | | | (817) 224-1758 |
| General Electric Aviation | | | | (877)432-3272 |
| Honeywell | Victoria | Streitfeld | Public Affairs Media Contact | (973)455-5281 |
| Marine Environmental Update x | | | | (619)553-5330 |
| Midway Maritime Museum | Scott | McGaugh | Director of Marketing | (619)544-9600x250 |
| Military Media Inc. | | | | (845)454-7900 |
| Northrop Grumman | Diane | Murphy | Director of Space Technology | (310) 812-4702 |
| Pratt & Whitney | Nancy | Davis | Chief Info Officer | (800)526-1159 |
| Raytheon | John | Barksdale | Military Space Systems | (310)347-8224 |
| Rockwell Collins | Pam | Tvrdy | Media Relations | (319)295-0591 |
| sdnews.com | David | Mannis | Publisher | (858)270-3103 |

| <u>Websites</u> | <u>Fax</u> | <u>E-mail</u> | <u>Alternate E-mail</u> |
|-------------------------------|---|--|--|
| AAI | | corpcomm@aaicorp.com | |
| AeroSpaceNews.com | | | |
| Aviation Homepage | | | |
| Aviation Week MRO Blog | (888)385-1428 | omtcustserv@cdfsfulfillment.com | feedback@aviationweek.com |
| DynCorp | (817) 224-1626 | wwrss@dyn-intl.com | |
| General Electric Aviation | | ge.media.relations@ae.ge.com | |
| Honeywell | (973)455-4807 | victoria.streitfeld@honeywell.com | |
| Marine Environmental Update x | (619)553-5404 | meso@spawar.navy.mil | |
| Midway Maritime Museum | (619)544-9188 | smcgaugh@midway.org | |
| Military Media Inc. | (845)454-7987 | Info@militarymedia.com | |
| Northrop Grumman | | diane.murphy@ngc.com | onewebmaster@ngc.com |
| Pratt & Whitney | | help24@pw.utc.com | info@pw.utc.com |
| Raytheon | | John_Barksdale@raytheon.com | |
| Rockwell Collins | (319)295-4333 | pjtvrdy@rockwellcollins.com | Alt e-mail: Military and Govt. Customers - gstechsupport@rockwellcollins.com |
| sdnews.com | (858)713-0095 Editorial Fax: (858)270-9325 | dmannis@sdnews.com | jmannis@sdnews.com |

| Websites | Notes |
|---|---|
| AAI | For press releases: http://www.aaicorp.com/aainews.html |
| AeroSpaceNews.com | To contact website: http://www.aerospaceneews.com/component/option,com_contact/Itemid,3/ |
| Aviation Homepage | To contact website: http://www.avhome.com/contact_us.php |
| Aviation Week MRO Blog | For more contacts: http://www.aviationweek.com/aw/jsp_includes/story_contact_us.jsp : |
| DynCorp General Electric Aviation | For info on aviation: http://www.geaviation.com/aboutgeae/index.html |
| Honeywell | List of contacts: http://www.honeywell.com/sites/portal?smap=honeywell&page=mediacontacts&theme=T8&c=n |
| Marine Environmental Update x | For background info: http://meso.spawar.navy.mil/about1.html |
| Midway Maritime Museum Military Media Inc. Northrop Grumman | Following link contains all media contacts: http://www.northropgrumman.com/media/contacts.html |
| Pratt & Whitney | For contacts: http://www.pw.utc.com/vgn-ext-templating/v/index.jsp?vgnextid=3465a2ba71bfb010VgnVCM1000000881000aRCRD |
| Raytheon | Following link contains all media contacts: http://www.raytheon.com/newsroom/contacts/index.html |
| Rockwell Collins | Military and Govt. Customers Phone: (319)295-5804 |
| sdnews.com | For more info: http://www.sdnews.com/vnews/display.v/ART/43c80b6674f72 |

| <u>Websites</u> | <u>Web Address</u> |
|-------------------------------|---|
| AAI | http://www.aaicorp.com/ |
| AeroSpaceNews.com | http://www.aerospaceneews.com/component/option.com_frontpage/Itemid,1/ |
| Aviation Homepage | http://www.avhome.com/ |
| Aviation Week MRO Blog | http://aviationweek.typepad.com/mro/ |
| DynCorp | http://www.dyn-intl.com/index.aspx |
| General Electric Aviation | http://www.geaviation.com/ |
| Honeywell | http://www51.honeywell.com/aero/ |
| Marine Environmental Update x | http://meso.spawar.navy.mil/index.html |
| Midway Maritime Museum | http://www.midway.org/site/pp.asp?c=eelGLLOrGpF&b=3038957 |
| Military Media Inc. | http://www.militarymedia.com/ |
| Northrop Grumman | http://www.northropgrumman.com/ |
| Pratt & Whitney | http://www.pw.utc.com/vgn-ext-templating/v/index.jsp?vgnextoid=fa937b48ad2cb010VgnVCM1000000881000aRCRD |
| Raytheon | http://www.raytheon.com/ |
| Rockwell Collins | http://www.rockwellcollins.com/ |
| sdnews.com | www.sdnews.com |

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